

LASSEN COMMUNITY COLLEGE

COMPREHENSIVE INSTITUTIONAL MASTER PLAN

2019-2024



“LCC...start here, succeed anywhere!”

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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 2008 and 2017 have been as high as 2,407.85 in 2010-2011 and as low as 1,683.1 in 2016-2017. Headcount for 2017-2018 was 4,141 and FTES for 2017-2018 were 1,766.83 (source CCCCCO Datamart).

ABSTRACT OF PLANNING PROCESS FOR 2019-2024 COMPREHENSIVE INSTITUTIONAL MASTER PLAN:

The institutional planning process for the 2019-2024 Comprehensive Institutional Master Plan began in 2007-2008.

The established planning cycle was repeated for the 2018-2019 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 2017-2018 strategies in the Comprehensive Institutional Master Plan Implementation/Evaluation Matrix; (3) revised 2018-2023 objectives and strategies, and (4) proposed strategies for 2023-2024. Consultation Council accepted master plans for inclusion into the Comprehensive Institutional Master Plan on various dates:

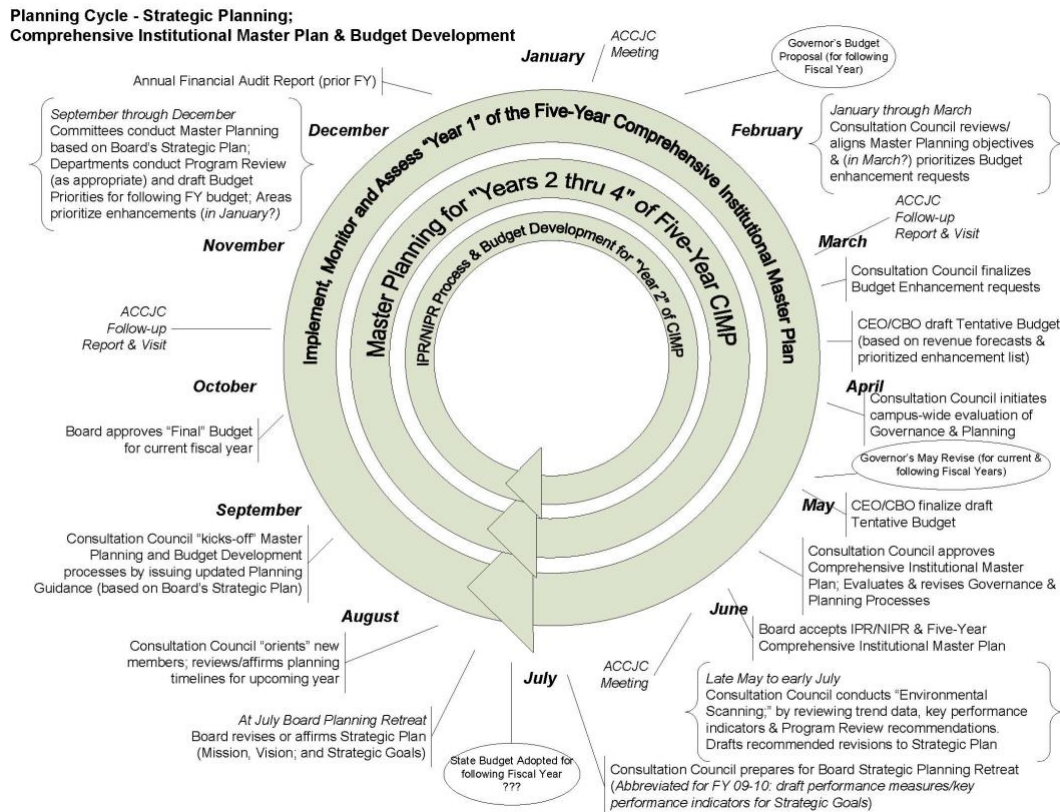
- The Educational Master Plan on February 25, 2019
- The Student Services Master Plan on February 25, 2019
- The Institutional Technology Plan on March 25, 2019
- The Institutional Effectiveness Master Plan on March 25, 2019
- The Facilities Master Plan on March 25, 2019
- The Human Resource Master Plan and Professional Development Plans on March 25, 2019
- The 2018-2023 Comprehensive Institutional Master Plan was approved on July 10, 2018.

IMPLEMENTATION AND EVALUATION OF INSTITUTIONAL PLANNING:

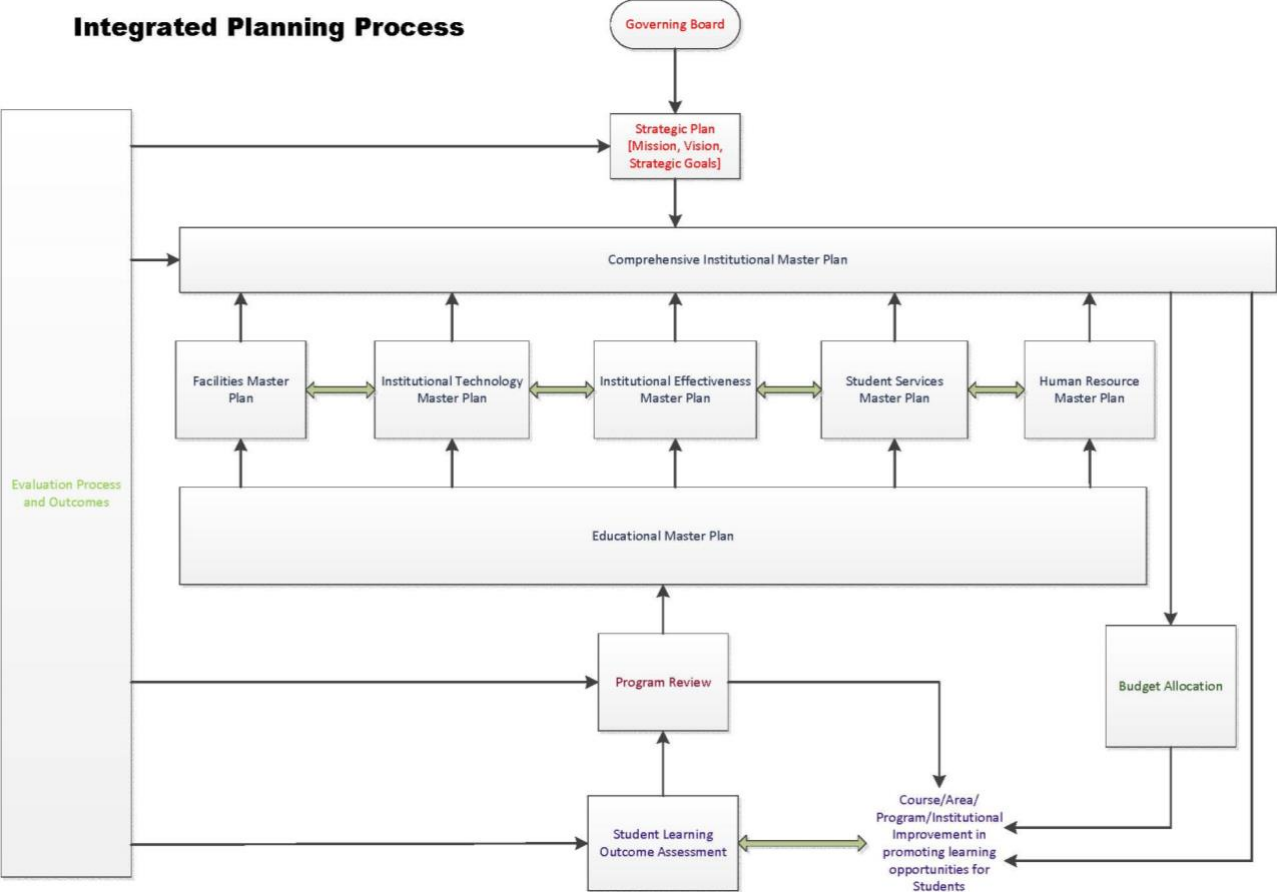
The institutional planning and budget allocation process is articulated in the “*Lassen Community College Institutional Planning and Budget Development Process Handbook*” evaluated and updated annually in May of each academic year. The annual institutional planning cycle begins with the Governing Board review and adoption of Strategic Goals during a Retreat conducted in July. During the Spring semester of each year, the master plans (Educational Master Plan, Student Services Master Plan, Institutional Effectiveness Master Plan, Institutional Technology Master Plan, Facilities Master Plan, Human Resources Master Plan and Professional Development 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:



INSTITUTIONAL INTEGRATED PLANNING MODEL



Section II – Institutional Section (Strategic Plan)

LASSEN COMMUNITY COLLEGE MISSION STATEMENT: (reaffirmed August 8, 2017)

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 (reaffirmed August 8, 2017)

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

- ❖ *Be a catalyst influencing the region’s positive image, economy and human capital by fostering a “we can” culture of collective impact by being:*
 - *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 (reaffirmed August 8, 2017)

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
- Learning as a priority over teaching
- Student needs; they are paramount in the learning process

Honesty/ Integrity – We value:

- Trust in relationships
- Dependability
- Transparency
- Collaboration
- Sustainability

Student Success – We value:

- Open forum for exchange of ideas
- 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

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 2018-2023 as revised by the Governing Board on August 8, 2017 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 Faculty
 - Number of Classified Employees
- Lassen Community College Annual Fact Book

- Integrated Plan Institutional Effectiveness Partnership Initiative Goals
- CCCCCO Score Card
- Governance Surveys

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 has revised or reaffirmed the mission, vision, value statements and strategic goals each fall thereafter. The Governing Board adopted these guiding statements on August 8, 2017.

STRATEGIC PLANNING COMMITTEE:

The following individuals served as members of the 2017-2018 Strategic Planning Committee:

Cheryl Aschenbach – Academic Senate President/Accreditation Chair (Faculty) – Co-chair
 Alison Somerville – Faculty (Lead Counselor)
 Dr. Larry Buckley – Administration
 Barbara Baston – Faculty (Division Chair)
 Carie Camacho – Faculty (Division Chair)
 Matt Montgomery – Classified
 Dave Clausen – Administration
 Terry Bartley – Management
 Greg Collins – Management (FMP Chair)
 David Corley – Management (ITMP Chair)
 Dr. Marlon Hall – President/Superintendent
 Eric Imrie – Management
 Dr. Shuntay Taylor – Administration (IEMP Chair)
 Kory Konkol – Faculty (Division Chair)
 Jeff Lang – Classified
 Carol Montgomery – CSEA President (Classified)
 Karissa Morehouse – Administration – Co-chair
 Garrett Taylor – Faculty (Division Chair)
 Vickie Ramsey – Management (HRMP Chair)
 Patrick Walton – Administration (SSMP Chair)
 Jacob Hibbitts (ASB Representative)

Section III – Objectives, Strategies and 2018-2023 Action Plan

STRATEGIC GOALS, OBJECTIVES AND STRATEGIES, FOR PLANNING

Color Key: Academic Planning, Student Services Planning, Human Resources Planning, Professional Development Plan, Facilities Planning, Technology Planning, Institutional Effectiveness Planning

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. Improve institutional effectiveness through the ongoing systematic documentation of adherence to eligibility requirements and accreditation standards and through the completion and timely submission of all requested reports to the Accrediting Commission.

Strategy 1.1.a Compile the initial results of 2020 Self Evaluation Survey for Accreditation and administer the second survey (2019-20)

Strategy 1.1.b Prepare for Site Visit to validate 2020 Self Evaluation of Educational Quality and Institutional Effectiveness by all constituent groups and Consultation Council (2019-20)

Strategy 1.1.c Provide course, program and institutional SLO data to all programs for review, discussion and evaluation by faculty, and inclusion in program reviews (Institutional Effectiveness and Research). Make SLO data (especially achievement rates) accessible to everyone. (2019-20)

Strategy 1.1.d Evaluate effectiveness of curricular revisions for acceleration: student persistence to and success in ENGL 1 following enrollment in remedial English course (ENGL 105, ENGL 105A) pre- and post-implementation of the accelerated open access one-level below transfer course. Disaggregate by delivery modality. (2019-20)

Strategy 1.1.e Standards team compile evidence for standards; Institutional Self-Evaluation written (2019)

Strategy 1.1.f Review of 2020 Self Evaluation of Educational Quality and Institutional Effectiveness by all constituent groups and Consultation Council (2019-20).

Objective 1.2 Improve institutional effectiveness through financial planning to develop fiscal resources adequate to support student learning programs and services and to assure long-term financial stability.

Objective 1.3 Create a marketing plan with a focus on stabilizing revenue from apportionment and out-of-state fees.

Objective 1.4 Manage the institution's grants process from application to completion through a more structured system.

Strategy 1.4.a Evaluate the need for a grant coordinator to manage and solicit grants as grant funding begins to have a larger impact on district resources. (2019-20)

Strategy 1.4.b Develop a proposal for a Strengthening Institutions (Title III) grant for submission (2019-20)

Strategy 1.4.c Pilot a project to improve attendance in mathematics and science courses and assess impact on success rates (2019-20)

Objective 1.5 Evaluate institutional effectiveness through student performance

Strategy 1.5.a Publish in an easily accessed electronic format, Key Performance Indicator and Performance Measurements including job placement data in support of Program Review and Institutional Effectiveness. (2019-20)

Strategy 1.5.b Train and finish transition of SLOs to a new system with reporting. (2019-20)

Strategy 1.5.c Develop and provide a training program for student learning outcomes/ administrative unit outcomes assessment as part of new employee orientation. (2019-20)

Strategy 1.5.d Assess the relationship between poor attendance and lack of student success. Identify the causative factors contributing to poor attendance (2014 Natural Science / Math IPR) Audit data for discrepancies within the budget and FTES categorization (2013 Gunsmithing IPR). (2019-20)

Strategy 1.5.e Expansion of available data and broader use of Key Performance Indicator and Performance Measurements by LCC stakeholders (2020-2024)

Strategy 1.5.f Multiple cycles of outcomes assessment along with action plans will have been entered into a database and made available to staff completing program reviews and annual updates (2020-2024)

Objective 1.6 Provide regular training related to shared governance and institutional effectiveness

Strategy 1.6.a Build on campus climate report from January 2018 with additional student focus group information (Spring 2018) and additional employee surveys to complete a comprehensive campus climate report. (2019-20)

Strategy 1.6.b Continue regular training opportunities to encourage an understanding of collaboration and participatory governance. Perhaps Institutional Effectiveness Partnership funds could be used to pay for outside speakers. (2019-23)

Strategy 1.6.c Collaborate with cross constituent Guided Pathway Team and Division Chairs to create and implement Guided Pathways action plan (2019-23)

Objective 1.7 Through facilities, develop and enhance a campus environment that reinforces the college mission and its accompanying strategic and comprehensive master plan.

Strategy 1.7.a Capital Development – Student Life and Access: (2019-20)

- Replace carpet in DSPS and remodel lab area for effective use
- Finish Recreation Room in Dormitory
- Finish weight room, computer lab, and remodel of one end of dormitory for student life
- Continue remodel of rooms
- Refinish playground for CDC
- Nursing lounge for mothers
- Veterans Center
- Add changing tables in bathrooms
- Redo bathrooms to be ADA compliant

Strategy 1.7.b Capacity Building: ARC/Library (2019-20)

- Career Center in Collaboration with ARC Space

Strategy 1.7.c Capacity Building: Kinesiology/Athletics (2020-21)

- Rebuild/Resurface the LCC Track
- Varsity Strength and Speed Center
- Facilities for 4 new sports programs

Objective 1.8 Improve the quality of campus facilities, resources and overall environment through a commitment to planning, design principles, standards and strategies.

Strategy 1.8.a Capacity Building: Student Environment: Air Conditioning (2019-20)

Strategy 1.8.b Capacity Building: Safety (2019-20)

- Emergency Generators for all campus facilities
- Electronic Access/Locks (Campus Wide)

Strategy 1.8.c Capacity Building: Gunsmithing (2019-20)

- Hardened Armory
- Security enhancements to GSS Shop/Lab

Strategy 1.8.d Capacity Building: Kinesiology/Athletics

- Remodel Foyer and associated areas (2019-20)
- Recreation Center (2022-23)
- New Sports Fields/Stadium (2023-24)

Strategy 1.8.e Capacity Building: CTE Programs

- New Horse Barn (2020-21)
- New Rodeo Arena (2021-22)

Strategy 1.8.f Capacity Building: Performing Arts Program (2020-21)

- Retrofit Existing Facilities (Performing Arts)

Strategy 1.8.g Campus Improvements: Facilities (2021-22)

- Welcome Center in the ARC Facility
- New Administration and “One Stop Shop” Facility

Strategy 1.8.h Capacity Building – Support New Programs (2022-23)

- New Residential Housing Unit

Objective 1.9 Provide facilities management services that properly prioritize and coordinate planning, development, maintenance and custodial requirements that serve the common good of the campus community.

Strategy 1.9.a Test and inspect 14 KV equipment (Air Switch) (2019-20)

Strategy 1.9.b Remodel M & N buildings if approved (2019-20)

Strategy 1.9.c Feasibility Master Plan Development (2019-20)

Strategy 1.9.d College water district - Phase II (2019-20)

Strategy 1.9.e Wayfinding (Campus Directions) Phase 1 (and app) (2019-20)

Strategy 1.9.f Replace main boiler standalone boilers phase I (Creative Arts, Humanities, and Admin buildings) (2019-20)

Strategy 1.9.g Provide tables and chairs to replace desks in Auto Tech classroom 2019-20)

Strategy 1.9.h Retrofit 112, 114, 116, 125 into flexible lecture/lab classrooms. (2019-20)

Strategy 1.9.i Remove the partial solid wall partition between MS-101 and MS-102 and move the Math Lab to MS-101/102 (2019-20)

Strategy 1.9.j Conex box completion (2019-20)

Strategy 1.9.k ADA Accessibility Improvements (campus wide) (2019-20)

Strategy 1.9.l Replace main boiler standalone boilers phase III (Café, M/S, Athletics) (2019-20)

Strategy 1.9.m ADA compliant doors (bathrooms, office, etc.) (2019-20)

Strategy 1.9.n Improved ADA parking (2019-20)

Strategy 1.9.o Privacy fencing around playground (2019-20)

Strategy 1.9.p Diaper changing stations in each building (2019-20)

Strategy 1.9.q Restructure Student Services: Relocated Transfer/Career Center (\$56,000); Increase Counseling Dept Space (no cost to relocate); Restructure A&R (\$20,000); Restructure Financial Aid (\$20,000) (2019-20)

Strategy 1.9.r Office furniture and chairs (FA and Admissions) (2019-20)

Strategy 1.9.s Adequate air conditioning in EOPS (2019-20)

Strategy 1.9.t Replace 2 Dorm Main Entry Doors (2019-20)

Strategy 1.9.u Campus Improvements: Facilities (2019-20)

- Lighting Efficiency Improvements (replacements and Upgrades), campus wide
- ADA Accessibility Improvements (campus wide)

Strategy 1.9.v Campus Improvements: Facilities (2020-21)

- Air Conditioning in Classrooms and Labs (campus wide)
- Energy Management System (HVAC, campus wide)
- Smart Classrooms (Campus Wide)
- Secondary access road to campus

Objective 1.10 Review and utilize position openings as opportunities to improve student services.

Strategy 1.10.a Annually review the staffing, facility and student service programs making recommendations for departmental changes to improve LCC services to students. (2019-24)

Strategy 1.10.b Capacity Building: Student Services (2019-20)

- Career Counselor Faculty
- Counselor I Faculty, Roaming, for Incarcerated

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 Implement enrollment management practices that maximize learning opportunities supported by data on program performance and fiscal viability

Strategy 2.1.a Expand EMP to include a section on enrollment management with outcomes and actionable plans for enrollment expectations. (2019-23)

Strategy 2.1.b Guided Pathways - Meta major development (2019-20)

Strategy 2.1.c Capacity Building: New CTE Programs (2020-21)

- Drones/UAS (Major and Cert) Program Development
- Computer (Data Management & Applications Meta Major) Program Development
- ARC/GIS (Major and Cert) Program Development
- Construction Trades Major and Cert) Program Development
- CTE Facility at Sierra Army Depot

Strategy 2.1.d Capacity Building: Student Success Programs (2020-21)

- Maker space as part of library
- STEM Pathway development with K-12

Strategy 2.1.e Capacity Building: Academic Services (2021-22)

- Summer academic classes

Objective 2.2 Expand the gunsmithing program commiserate with program demand

Strategy 2.2.a Program Development – Gunsmithing (2019-20)

- Expand facilities
- Update scheduling
- Improve entry attrition rates

Objective 2.3 Expand Nursing/Health Occupations through additional curriculum

Strategy 2.3.a Program Development – Nursing/Health Occupations: (2019-24)

- Develop and maintain a Strategic Planning process for Health Sciences and Medical

Technologies

- Expand, sustain, and further develop the LVN, Medical Assisting, Phlebotomy, EMS, Certified Nurse Assistant, Home Health Aide, and any additional approved programs
- Receive approval and begin an LVN to RN Bridge program internally or through partnership
- Continue partnership with Lassen High School and support development of a health career pathway.
- Sustain current and increase number of full-time instructors if unsuccessful the previous year. Continue to build adjunct instructor pool
- Secure additional space for instruction for the addition of the LVN to RN Bridge program
- Increase offerings of prerequisites for all programs including additional prerequisite courses for LVN to RN bridge
- Peruse regional, state, and federal funding opportunities
- Begin discussions and determine feasibility of both Paramedic and Psych-Tech Programs (2021-22)
- Sustain, further develop, and obtain approvals for Paramedic and Psych-Tech programs if deemed feasible (2022-24)
- Sustain and further develop the LVN to RN Bridge program (2023-24)

Objective 2.4 Accomplish AEBG and Workforce Development goals.

Strategy 2.4.a Program Development – Adult Ed & Workforce Development (2019-21)

- Expand to outreach sites utilizing the AEBG Transitions Counselor position
- Expand curricular offerings to meet community and employer needs
- Expand Steps to Success program offerings and activities
- Sustain AEBG grant-funded positions and activities

Objective 2.5 Maintain our position as a leader in inmate education

Strategy 2.5.a Offer face-to-face inmate instruction at local incarceration facilities

- Begin offering face-to-face courses in Math, English, and other General Education areas. (2019-20)
- Research the feasibility of expanding general education in the prisons (2020-22)

Objective 2.6 Partner with local correctional institutions to provide correctional staff (officers and support staff) an attractive instructional offering.

Objective 2.7 Maintain program curriculum currency

Strategy 2.7.a Attend CAP (for AB705) Trainings in Feb (2019-20)

Strategy 2.7.b Program Development – Human Services (2019-20)

- Update curriculum to align transfer

Strategy 2.7.c Program Development: Career Guidance (2019-20)

- CG Course update for:
 - Incarcerated
 - On Campus
 - By Pathway

Strategy 2.7.d Program Development (2021-22)

- Determine curricula or programs needing updates
- Determine the need for additional curricula or programs

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

Objective 3.1. The college will design, implement, evaluate and modify an on-going professional development program.

Strategy 3.1.a Ensure grant opportunities are being used to financially support professional development (2019-20).

Strategy 3.1.b Professional Development – Training: (2019-21)

- Continue Guided Pathway trainings and convening's
- Discipline Specific Training (e.g., Sabbaticals, conferences, webinars, seminars, etc.)
- Classroom Technology Training
- Classroom Instruction Active Learning Training
- Online Canvas Training
- Develop New Faculty Extended Orientation and Mentorship program

Strategy 3.1.c Professional Development – Dialog about the Assessment of Student Learning Outcomes: (2019-20)

- Conduct meetings with Academic Senate leadership to coordinate the future of effectively utilizing SLO assessment tools to complete regular SLO course and program assessments.
- Conduct assessment methods training with appropriate faculty and staff

Strategy 3.1.d Provide training to counselors and support staff on the use of online student services technologies (2020-24)

Strategy 3.1.e Implement a Student Services Professional Development plan (2020-24)

Strategy 3.1.f Capacity Building --- Alternative Delivery Training: (2019-20)

- Faculty training for Canvas online instruction; required for all online instructors
- Training for alternative instructional technologies

Strategy 3.1.g Program Development: Kinesiology/Athletics (2019-20)

- Kinesiology Faculty (2)

Strategy 3.1.h Capacity Building: Facilities

- Refurbish "M" and "N" Buildings

Strategy 3.1.i Capacity Building: Kinesiology/Athletics (2019-20)

- Sports Medicine/Athletic Training Lab

Strategy 3.1.j Professional Development: Faculty & Staff (2019-20)

- Faculty
- Staff

Strategy 3.1.k Accreditation Training (2019-20)

- Conduct Accreditation trainings and workshops
- Provide appropriate trainings for ALO, Accreditation Chair, and other appropriate personnel
- Select and prepare ISER Standard Committees
- Prepare draft materials and begin collection of materials in accordance

with program schedule

Strategy 3.1.l Professional Development – Dialog about the Assessment of Student Learning Outcomes (2019-20)

- Conduct meetings with Academic Senate leadership to coordinate the future of effectively utilizing SLO assessment tools to complete regular SLO course and program assessments.
- Conduct assessment methods training with appropriate faculty and staff

Strategy 3.1.m Capacity Building --- Alternative Delivery Training: (2019-20)

- Faculty training for Canvas online instruction; required for all online instructors
- Training for alternative instructional technologies

Strategy 3.1.n Professional Development – Training: (2021-24)

- Assessment method training
- Training for alternate instructional technologies
- Discipline specific training
- Mandated training

Objective 3.2 Provide students faculty and staff with up-to-date and fully operational technology tools.

Strategy 3.2.a Athletic Training Lab (2019-20)

Strategy 3.2.b CTE: Precision Measuring Instrument kits/equipment (2019-20)

Strategy 3.2.c Capacity Building – Institutional Technology (2019-24)

- Re-initiate implementation of Refresh Plan Year One
- Implement Refresh Plan Years two and Three
- Implement the synchronous course delivery system.
- Coordinate synchronous course delivery system with the scheduling of courses using this system
- Re-initiate implementation of Refresh Plan Year Three

Strategy 3.2.d Capacity Building: Student Services (2019-20)

- Wayfinding Application and Campus Signage

Strategy 3.2.e Maximize capacity in Ellucian Colleague (2019-24)

Strategy 3.2.f Assure a vital Web and Portal presence (2019-24)

Strategy 3.2.g Implement Technology Refresh Plan (2019-24)

Strategy 3.2.d Review wireless network coverage inside buildings and in outdoor common areas (2019-24)

Strategy 3.2.h Implement and maximize utility of Hyland document imaging solution (2019-20)

Strategy 3.2.i Maximize capacity in Canvas (2019-24)

Strategy 3.2.j Implement Starfish (2019-20)

Strategy 3.2.k Maximize capacity in Starfish (2020-24)

Objective 3.3 Determine need for and feasibility of large-scale instructional capital projects

Strategy 3.3.a Vision: Institutional Development (2019-24)

Determine feasibility and need for large-scale capital projects, then initiate as appropriate:

- Create on going budget item for classroom and faculty office refresh (including upgrade in technology, furniture, paint and carpet)
- Gunsmithing Facility Expansion (indoor shooting range)
- Infrastructure upgrades: heating & air conditioning in all buildings, remodel of instructional spaces

- Remodeling of Modular M and N buildings for future programs, and/or Modular M for Fire Science Technology
- Agricultural/Rodeo/Therapeutic Riding Expansion
- Emergency Generators to serve the entire campus
- Fitness/Athletic Facility Enhancement/Remodel

Objective 3.4 Ensure program equipment is up-to-date and functional

Strategy 3.4.a 12 Passenger Vans (2/each) (2019-20)

Strategy 3.4.b Replace and remodel playground equipment (2019-20)

Strategy 3.4.c Bobcat (2019-20)

Strategy 3.4.d CTE: Precision Measuring Instrument Kits/Equipment (2019-20)

Strategy 3.4.e Program Development: Auto Technology (2019-20)

- Precision Measuring Instrument kits/equipment

Strategy 3.4.f Program Development: Equipment Replacement (2022-24)

- Identify instructional equipment needing replacement or repair
- Replace equipment as feasible

Strategy 3.4.g Improve technology services in Admissions and Records, Financial Aid, Categoricals and Counseling (2019-20):

- Scanning technology for student records
- Improved communication for FASFA information
- Document imaging
- Starfish
- E-communications in all Student Services departments

Objective 3.5 Develop facilities and grounds that provide for effective learning environments that are appropriate to the discipline and responsive to evolving methodologies for instruction.

Strategy 3.5.a Lighting System for Classrooms (Campus Wide) LMUD Grant (2019-20)

Strategy 3.5.b Remodel DSPS areas “Annual Updates Implementation” (2019-20)

Strategy 3.5.c Hardened GSS Armory (2019-20)

Strategy 3.5.d Athletics Training Lab (2019-20)

Strategy 3.5.e Add cooling system for Gunsmithing (2019-20)

Strategy 3.5.f Provide A/C in the instructor’s office³ and tool room (Classroom) (2019-20)

Strategy 3.5.g Provide two evaporative coolers for the shop (Auto Tech) (2019-20)

Strategy 3.5.h Track lighting & lights in CA 201(2019-20)

Objective 3.6 Provide timely and effective recruitment, selection, orientation, and evaluation for administrative, faculty, and classified employment classifications.

Strategy 3.6.a Update Employee Handbook (2019-20)

Strategy 3.6.b Update Selection & Hiring Manual (2019-20)

Strategy 3.6 c Capacity Building: ARC/Library (2019-20)

- Library Tech II, Full Time
- Library Tech II, Part Time

Strategy 3.6 d Capacity Building: DSPS (2019-20)

- DSPS ISS III

Strategy 3.6 e Capacity Building: Liberal Arts and Sciences (2020-21)

- English Instructor
- Communications Instructor

- Math Instructor
- Strategy 3.6 f Capacity Building: Kinesiology (2020-21)**
 - Kinesiology Instructor (X2)
- Strategy 3.6 g Capacity Building: New CTE Faculty (2020-21)**
 - Drone Instructor
 - Computer Instructor
 - ARC/GIS Instructor
- Strategy 3.6 h Capacity Building: Performing Arts (2020-21)**
 - Performing Arts Faculty
- Strategy 3.6i Capacity Building: Counseling (2020-21)**
 - Counselor I, On Campus
- Strategy 3.6 j Capacity Building: Academic Resource Center (ARC) (2020-21)**
 - ARC Director (NOT Library)
 - ISS (for Math support)
 - ISS (for Science support)
 - ISS (for AG support)
 - ISS (for Fire Science/AJ support)
 - ISS (for Humanities support)
- Strategy 3.6 k Capacity Building: Student Success Staffing (2020-21)**
 - Student Success Position: Westwood/Herlong
- Strategy 3.6 l Capacity Building: Liberal Arts and Sciences (2021-22)**
 - Science Faculty
- Strategy 3.6m Capacity Building: Kinesiology (2021-22)**
 - Kinesiology Instructor (X2)
- Strategy 3.6n Capacity Building: Student Success Staffing (2021-22)**
 - Academic Advising Specialist on Campus
 - Student Success Position: Lassen High
 - Student Success Position: Modoc High
- Strategy 3.6o Capacity Building: NEW CTE Programs (2021-22)**
 - Construction Trades ISS-III
 - Public Service Academy ISS-III
 - Data Management and Applications ISS-III
- Strategy 3.6p Capacity Building- Office of Instruction (2022-23)**
 - Increase capacity for additional students in new programs
- Strategy 3.6q Program Development – Nursing/Health Occupations (2022-23)**
 - Medical Assisting Instructor/Faculty
- Strategy 3.6r Program Development - Auto Technology (2023-24)**
 - Hire an additional full-time Auto Tech Faculty

Objective 3.7 Human resources will provide excellent customer service to internal and external stakeholders.

- Strategy 3.7.a** Implement electronic On-Boarding and evaluations (2019-20)
- Strategy 3.7.b** Assess electronic on-boarding and evaluation system (2019-21)
- Strategy 3.7.c** Evaluate the mentoring program for new employees (2019-21)
- Strategy 3.7.d** Comprehensive review of the employee handbook (2021-24)
- Strategy 3.7.e** Comprehensive review of the Selection & Hiring Manual (2021-24)

Objective 3.8 Provide training to meet the needs of faculty, staff, and regulators

Strategy 3.8.a Develop a mentoring program to introduce new employees to campus services and personnel. (2019-20)

Strategy 3.8.b HR 101 Training for Managers/Administration (2019-20)

Strategy 3.8.c Phase II FRISK Training for Managers/Administration (2019-20)

Strategy 3.8.d EEO Training (2019-20)

Strategy 3.8.e Professional development for Facilities staff (2019-20)

Strategy 3.8.f Train all faculty on how to utilize Starfish (2019-20)

Objective 3.9 Unify and integrate development to enhance the quality of life on the main campus and strengthen linkages between this academic and surrounding community.

Strategy 3.9.a Install two transformers and Panels & Remove UPS system from Vo-Tech Bldg. (2019-20)

Strategy 3.9.b Main emergency Generator (Campus Wide) (2019-20)

Strategy 3.9.c Fire Code Compliant Exit (CA 123A) (2019-20)

Strategy 3.9.d Replace HVAC air compressors W/standalone units (campus wide, phase I (2019-20)

Strategy 3.9.e Exterior Waterproof Stair (Library) (2019-20)

Strategy 3.9.f Dorm- Completion of Recreation Room/Public Restroom/Main Entry/Stairs (2019-20)

Strategy 3.9.g Recycle program funds (startup costs) (2019-20)

Strategy 3.9.h Replace the moveable partition between the lecture rooms MS-121 and MS-122 with a solid soundproof wall. (2019-20)

Strategy 3.9.i Gymnasium remodel (2019-20)

Strategy 3.9.j Lactation Rooms on campus (2019-20)

Strategy 3.9.k Replace changing tables (x4) (2019-20)

Strategy 3.9.l New carpet in all child classrooms (2019-20)

Strategy 3.9.m Electronic access/locks (campus wide) (2019-20)

Strategy 3.9.n Café Floor repair/replacement (2019-20)

Strategy 3.9.o Potholes crack seals repair (campus wide) (2019-20)

Strategy 3.9.p Emergency exit signs (2019-20)

Strategy 3.9.q Railing to meet code – Humanities/Creative Arts (2019-20)

Strategy 3.9.r Safety Bollard (Gas & Electric) (2019-20)

Strategy 3.9.s Grind cracked and heaving sidewalks (Sports Entry) (2019-20)

Strategy 3.9.t Auto Bathroom Door Opener (CA) ADA Compliance (2019-20)

Strategy 3.9.u Categorical Space ADA Compliance (2019-20)

Strategy 3.9.v Pole Light replacement (2019-20)

Strategy 3.9.w Directory boards in buildings and telephone lists with building locations (2019-20)

Objective 3.10 Develop facilities and programs on campus reflecting the best practices of sustainability and ecological sensitivity.

Objective 3.11 Ensure optimal use of campus facilities and resources in accommodating growth or reduction in enrollment and college programs.

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 Improve student retention

Strategy 4.1.a Implement Retention Improvement Plan. (2020-21)

Strategy 4.1.b Evaluate and update Retention Improvement Plan. (2021-24)

Objective 4.2 Assess and implement steps to increase student access and the actual awarding of financial aid (2019-20)

Strategy 4.2.a Assess and implement steps to increase student access and the actual awarding of financial aid (2019-20)

Strategy 4.2.b Outreach Implementation – Contract Education/Continuing Education/Community Services (2019-21)

- Develop partnerships with community education and employers
- Develop and sustain contract education partnerships
- Expand community service offerings
- Develop continuing education program

Objective 4.3 Implement goals of the Student Equity Plan to increase access and success of target populations

Strategy 4.3.a Implement goals of the Student Equity Plan to increase access and success of target populations (2019-20)

Objective 4.4 Prepare for an increase in international recruitment and address the Student Life NIPR recommendation to more adequately staff for student affairs.

Strategy 4.4.a Utilize existing management in Student Services to improve our student affairs supervision to: (2019-20)

- Coordinate clubs (i.e. new international club),
- Develop an advisor's manual for student organizations and clubs
- Help manage and supervise the activities and events sponsored by ASB including statewide and regional conferences/assemblies
- Assist in student leadership development, prepare and work with club advisors
- Dirt walking trail
- Drug use prevention

Objective 4.5 Develop an early alert system to identify students who are struggling in their classes and help them to succeed. (2018-19)

Strategy 4.5.a Program Development – Student Success: (2019-20)

- Develop an extreme early alert system to identify students who are struggling in their classes and help them to succeed
- Data driven student messaging system pulled from Open CCC Apply and FAFSA

Objective 4.6 Develop both the physical environment and administrative procedures to provide and maintain a safe and healthy work environment for the campus community.

Strategy 4.6.a Repair & Replace cracked and failing walkways (Main Entry & Circle Drive) (2019-20)

- Strategy 4.6.b** Replace and Remodel Playground Equipment (CDC) (2019-20)
- Strategy 4.6.c** ADA Access CA Walkways/Parking (2019-20)
- Strategy 4.6.d** Railing to meet code – Humanities/Creative Arts (2019-20)
- Strategy 4.6.e** Safety bollards (Gas and Electric) (2019-20)
- Strategy 4.6.f** Grind cracked and heaving sidewalks (Sports entry) (2019-20)
- Strategy 4.6.g** Auto bathroom door opener (CA) - ADA Compliance (2019-20)
- Strategy 4.6.h** Categorical space ADA Compliance (2019-20)
- Strategy 4.6.i** Café floor Repair/Replace (2019-20)
- Strategy 4.6.j** Pothole crack seals repair - campus wide (2019-20)
- Strategy 4.6.k** (2) Dorm Main Entry Doors (Replace) (2019-20)
- Strategy 4.6.l** Emergency Exit Signs (2019-20)
- Strategy 4.6.m** Add cooling system for Gunsmithing (2019-20)
- Strategy 4.6.n** Add cooling system for Auto Tech Instructor Office and Tool Room (classroom) (2019-20)
- Strategy 4.6.o** Provide two portable evaporative coolers for the Auto Tech shop (2019-20)
- Strategy 4.6.p** Track lighting and lights in CA-201 (Fine Arts) (2019-20)
- Strategy 4.6.q** Hardened GSS Armory (2019-20)
- Strategy 4.6.r** Electric Access/Locks (campus wide) (2019-20)
- Strategy 4.6.s** Air Conditioning for Dormitory (2019-20)

Objective 4.7 Reflect and enhance the image of the college by promoting the development of a functional and attractive campus that reflects its local and regional importance. (2017-22)

- Strategy 4.7.a** Repair and replace cracked and failing walkways (2019-20)
- Strategy 4.7.b** Residence hall back-up generator (2019-20)
- Strategy 4.7.c** Metal waster receptacles (2019-20)
- Strategy 4.7.d** Systematically replace all classroom chairs (2019-20)

Objective 4.8 Better understand student and employee perception of Lassen Community College culture and its impacts on student and employee performance.

- Strategy 4.8.a** Build on campus climate report from January 2018 with additional student focus group information (Spring 2018) and additional employee surveys to complete a comprehensive campus climate report. (2019-20)

Objective 4.9 Serve the community education needs of the district

2019-20 Institutional Action Plan Brief		
Plan	Responsible Administrator /Manager/Committee	Objectives
IEMP	Academic Senate; Director of IE	Continue regular training opportunities to encourage an understanding of collaboration and participatory governance.
EMP	Academic Services, Counseling, Faculty	Develop Guided Pathways Meta Majors
EMP	Academic Services, Counseling, Faculty	Implement Starfish; Train all faculty and staff on Starfish
EMP	Academic Services, Counseling, Faculty	Attend AB-705 CAP Trainings in Feb.
IEMP	ALO	Review of 2020 Self Evaluation of Educational Quality and Institutional Effectiveness by all constituent groups and Consultation Council
IEMP	ALO & Accreditation Chair	Complete self-study with input from across constituent groups; Standards teams Compile evidence for standards; Institutional Self-evaluation written.
IEMP	APC	Expand EMP to include a section on enrollment management with outcomes and actionable plans for enrollment expectations.
EMP	Auto Tech Faculty, Dean of Instructional Services	Obtain Precision Measuring Instruments kits/equipment to support instruction for national certificate program.
EMP	AVP-Fa	Install Air Conditioning in Instructional Spaces
EMP	AVP-Fa	Install Emergency Generators for all campus facilities
EMP	AVP-Fa	Install Electronic Access/Locks (Campus Wide)
EMP	AVP-Fa	Improve GSS Facilities: Hardened Armory, Ssecurity Enhancements to Shop and Lab
EMP	AVP-Fa	Improve Kinesiology Facilities: Remodel Foyer and associated areas, Develop a Sports Medicine Training Lab.
EMP	AVP-Fa	Replace lighting across campus
EMP	AVP-Fa	Implement ADA Accessibility improvements across campus
EMP	AVP-Fa, IT	Refurbish M & N Bldgs.
EMP	Dean of Instruction	Hire DSPS ISS III to improve service to disabled students by providing an appropriate level of staffing to meet needs.
EMP	Dean of Instruction, VPSS, AVP-Fa	Hire Library Tech II (X2: 1-FT, 1-PT) to increase student success by providing an appropriate level of service to Library patrons
EMP	Dean of Instruction, VPSS, AVP-Fa	Develop and implement Career Center in Collaboration with ARC Space to increase career and transfer placement
EMP	Dean of Instructional Services	Develop Career Guidance Program: Update CG Courses for Incarcerated, On Campus, and by Pathway.
EMP	Deans of Instructional Services	Faculty training for Canvas online instruction; required for all online instructors
EMP	Deans of Instructional Services	Training for alternative instructional technologies
PDP	Dept. Managers	Provide workshops to promote proficiency in using the Datatel management information system
SSMP	Director of FA, VPAS	Increase the number of students who apply for financial aid. Goal: 90% of eligible LCC students completing a FAFSA
HRMP	Director of HR	Integrate the secure electronic personnel information system
HRMP	Director of HR	Integrate the secure electronic evaluation system
HRMP	Director of HR	Integrate the secure electronic evaluation system
PDP	Director of HR	Provide activities and training on effective practices of conflict resolution.
HRMP	Director of HR & HR Committee	Easier travel and communication across campus
HRMP	Director of HR & HRPC	Relevant handbook

2019-20 Institutional Action Plan Brief (continued)....		
Plan	Responsible Administrator /Manager/Committee	Objectives
HRMP	Director of HR & HRPC	Relevant handbook
HRMP	Director of HR & HRPC	To comfortably and professionally integrate new employees into the campus community
HRMP	Director of HR & HRPC	Maintain or improve the Mentoring Program.
HRMP	Director of HR & HRPC	To help managers and administration provide better support for employees.
HRMP	Director of HR & HRPC	To help managers and administration provide better support for employees
HRMP	Director of HR & HRPC	To better train staff in recruitment process
HRMP	Director of HR & HRPC	Maintain or improve the Mentoring Program.
EMP	Director of HR, Flex Coordinator, Instructional Designer	Conduct Professional Development Training: Guided Pathways, Discipline Specific, Classroom Tech and Active Learning, Canvas.
EMP	Director of HR, Flex Coordinator, Instructional Designer	Develop New Faculty Extended Orientation and Mentorship program
IEMP	Director of HR; LCC Executive Cabinet	Ensure grant opportunities are being used to financially support professional development.
IEMP	Director of IE	Publish in an easily accessed electronic format, Key Performance Indicator and Performance Measurements (including job placement data) in support of Program Review and Institutional Effectiveness.
IEMP	Director of IE	Train and finish transition of SLOs to new system with reporting to improve SLO data for IPRs
IEMP	Director of IE	Compile the initial Results of 2020 Self Evaluation Survey for Accreditation to inform the 2020 Self Evaluation.
IEMP	Director of IE	Assess the relationship between poor attendance and lack of success in mathematics and science courses and identify the primary factor contributing to poor attendance.
IEMP	Director of IE & HR	Increase dialogue about and meaningful assessment of outcomes by providing training program for SLO's/ALO's assessment as part of new employee orientation and ongoing flex training.
IEMP	Director of IE and Guided Pathways Team	Build on campus climate report from January 2018 with additional student focus group information (Spring 2018) and additional employee surveys to complete a comprehensive campus climate report.
IEMP	Director of IE, Deans of Instruction	Pilot a project to improve attendance in mathematics and science courses and assess impact on success rates
IEMP	Director of IE, Deans of Instruction	Provide course, program and institutional SLO data to all programs for review, discussion and evaluation by faculty, and inclusion in program reviews (Institutional Effectiveness and Research). Make SLO data (especially achievement rates) accessible to everyone
IEMP	Director of IE, Deans of Instruction	Evaluate effectiveness of curricular revisions for acceleration: student persistence to and success in ENGL 1 following enrollment in remedial English course (ENGL 105, ENGL 105A) pre- and post-implementation of the accelerated open access one-level below transfer course. Disaggregate by delivery modality.
IEMP	Director of IE, Guided Pathway Team, Division Chairs	Collaborate with cross constituent Guided Pathway Team and Division Chairs to create and implement Guided Pathways action plan to Increase Access and Retention, Stabilize Reserve and Enrollment.
EMP	Flex Coordinator, Division Chairs, Director of IE	Conduct meetings with Academic Senate leadership to coordinate the future of effectively utilizing SLO assessment tools to complete regular SLO course and program assessments.
EMP	Flex Coordinator, Division Chairs, Director of IE	Conduct assessment methods training with appropriate faculty and staff
IEMP	Grant Writing Team	Develop proposal for a Strengthening Institutions (Title III) grant for submission to improve Student Learning Program and Services Methodologies.
PDP	HRPC & Flex Coordinator	Provide customer service training
ITMP	IT	Reliable signal strength in areas that students, faculty, and staff frequent
EMP	IT Director	Implement Refresh Plan Year Three
EMP	IT Director	Implement the synchronous course delivery system.
EMP	IT Director	Coordinate synchronous course delivery system with the scheduling of courses using this system
ITMP	IT, ITPC	Regular review of content and functionality of MyLassen Portal /website
ITMP	IT, ITPC, IE	Survey users for feedback

2019-20 Institutional Action Plan Brief (continued)....		
Plan	Responsible Administrator /Manager/Committee	Objectives
ITMP	IT, VPAS	Reliable Online Course Management System for Faculty & Students to use
ITMP	IT, VPAS, VPSS	Increase capacity to communicate with students, faculty and staff
ITMP	IT, VPAS, VPSS	Update website as needed
ITMP	IT, VPAS, VPSS	Expanded Implementation of Document Imaging
EMP	LVN Director, Division Chairs, Deans of Instructional Services	Develop Nursing/Health Occupations Program: Begin Strategic Planning, Expand related programs, LVN to RN Bridge, LHS Partnership, Instructor pool, expanded facilities, external funding sources.
IEMP	PC	Evaluate grant performance and need for grant coordinator.
EMP	Proposal Champion, VPAS, Division Chairs	Determine need for and feasibility of large-scale capital projects: Faculty Office Refresh, Indoor Shooting Range (GSS), Infrastructure upgrades, Remodel of M & N, Ag/Rodeo Expansion, Emergency Generators, Fitness/Athletics Expansion
EMP	VPAS	Update Human Services curriculum.
EMP	VPAS	Develop CAE Program: Use Counselor to expand outreach, Expand offerings to support communities, Expand Steps To Success, Sustain grant funded positions and activities.
EMP	VPAS	Offer face-to-face MATH, ENG, and other Gen Ed instruction at local incarceration facilities.
EMP	VPAS	Implement outreach for Contract Ed/Continuing Ed/Community Services: Community partnerships, Expand offerings, Develop Continuing Ed Program.
EMP	VPAS	Hire Kinesiology Faculty (2) to support program development and growth.
PDP	VPAS	Provide online delivery training to employees (Canvas)
PDP	VPAS & Flex Coordinator	Provide faculty and staff with discipline-specific/ job specific training opportunities.
ITMP	VPAS & IT	Assure state-of-the art technology maintained at LCC
EMP	VPAS, AVP-Fa	Develop Gunsmithing Program: Facilities Expansion, Updated Scheduling, and improved entry attrition rates.
PDP	VPAS, Director of IE, & Flex Coordinator	Include at least one training during flex each year focused on enhancing awareness about institutional and individual responsibilities and roles for student success.
EMP	VPAS, HR	Increase support for professional development and growth of faculty and staff.
PDP	VPAS, VPSS,	Provide software training to support changing technology
SSMP	VPSS, ADSS, A&R, FA, Counseling	Improve technology services in Admissions and Records, Financial Aid, Categoricals and Counseling to improve efficiency and effectiveness
SSMP	VPSS, ADSS, VPAS, Director of IE, Division Chairs, SSMG	Increase the access, retention, completion, and transfer rates of all women, veterans, Native Americans and foster youth.
SSMP	VPSS, AVP-Fa	Increased student life, safety and access for students with disabilities.
EMP	VPSS, HR	Build Capacity in Student Services: Hire Counselors, DE Coordinator.
EMP	VPSS, HR	Implement Wayfinding Application and Campus Signage
ITMP	VPSS, IT, VPAS	Increase student retention and student completion
SSMP	VPSS, VPAS,	A system to identify earlier students who are struggling in their classes.
SSMP	VPSS, VPAS, Outreach Coordinator, Director of AO	To improve the sense of community on campus for students, staff and faculty and to improve the diversity of student experiences on campus
SSMP	VPSS, VPAS, SSMG	Have all open positions filled timely and run a fully staffed student services department

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

The college is committed to providing quality education offerings that meet the diverse needs of its student population. The college currently offers forty (40) associate degrees, seventeen (17) certificates of achievement, and twenty (22) certificates of accomplishment within twenty-five (27) credit programs. In 2017 - 2018, 228 associate degrees, 111 certificates of achievement and 115 certificates of accomplishment were awarded. A complete list of degrees and certificates can be found in the LCC Catalog.

II. ACADEMIC PLANNING COMMITTEE

The Academic Planning Committee is charged with the responsibility of addressing instructional planning needs for the college. Guided by the mission statement and strategic goals approved by the Governing Board, the Academic Planning Committee relies on recommendations from instructional program reviews to inform the development of the Educational Master Plan. The Educational Master Plan consists of five Annual Action Plans covering each Academic Year from 2019-2020 to 2023-2024. 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 its presentation to the Facilities, Institutional Technology, Human Resources, Student Services, and Institutional Effectiveness Master Plans for incorporation into their respective plans.

The following individuals served as members of the 2018-2019 Academic Planning Committee:

- Vice President of Academic Services - Dr. Greg South
- Deans of Instructional Services - Dr. Trevor Albertson and Karissa Morehouse
- Dean of Student Services - Patrick Walton
- Director of Institutional Effectiveness – Dr. Randy Joslin
- Academic Senate President - Cheryl Aschenbach
- Management Representative - Terry Bartley
- Division Chairs - Carie Camacho and Chad Lewis
- Representative from the Curriculum/Academic Standards Committee - Roxanna Haynes
- Lead Counselor - Alison Somerville
- Classified Representative -
- Student Representative -

III. 2019-2024 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 Institutional Development. This pathway is the driving force behind all college planning and results in implementation of 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. It is imperative that faculty, staff, and administrators have the necessary support to maintain currency through discipline-specific development opportunities. This also includes training on emerging technologies and techniques, curriculum design, assessment of student learning outcomes, and adult learning theory. This enhances professional development throughout the organization.

Element II - Capacity Building

Today's educational environment requires colleges to deliver curriculum in alternative and innovative ways. The college recognizes the need to maintain and advance technology to support this environment. The college is committed to increase its capacity in classroom technology, student access to computers, and professional development in educational technologies for faculty and staff.

Element III -- Program Development

Program development must be conducted in accordance with good data. Community needs must be determined through a review of available labor market data and environmental surveys. Programs must be aligned to meet the mission to positively influence the district we serve. As a result, existing and new programs must adhere to community, industry, and student needs.

Element IV – Outreach Implementation

Lassen College serves a large geographic region and offers excellent development opportunities to all of its constituents. Outreach is accomplished through implementation of a variety of state-funded initiatives. These initiatives include regional outreach at all district high schools and those relating to adult education. The adult education program (AB86/LMAE/CAE) and its consortium are completing outreach activities, while additional efforts are being coordinated to expand the adult education instructional efforts in outreach areas with other Lassen College instructional offerings and student services.

Element V – Institutional Development

Within the last few years, instructional capital improvement projects have come to fruition: the Academic Resource Center was updated and remodeled and a former art classroom was renovated into a state-of-the-art suite of rooms for nursing, phlebotomy, and medical assisting. Future needs include improving the appearance of Lassen College's classrooms as well as improving the function of and flexibility within classroom spaces. At the same time, Lassen College is regularly updating instructional technologies. Additional projects under consideration include infrastructure upgrades such as air conditioning in instructional spaces and expansion of facilities in impacted programs.

ACADEMIC SERVICES PRIORITIZATION PROPOSALS FOR EMP 2019-2020 (recommended on-going expenditures in priority order)

Source	Strategic Goal	Line Item	Planning Agenda Item(s)	Implementation Timeframe	Estimated Cost	Expected Outcome	Unit Priority	Area Priority	Funding Source	Status	Notes
2014 & 2018 Natural Science /Mathematics IPR		1	Replace autoclave and incubator for Microbiology class	Fall 2018	\$10,000 (one time)	Necessary for operation of class serving as a prerequisite for registered nursing programs					
2018 Natural Science /Mathematics IPR		1	Hazardous waste disposal (chemical and preserved specimens)	Annually (on-going)	\$4,000 (ongoing)	Provide safe and environmentally sound learning and working environment. <i>Recommend implementation as part of a campus-wide HazMat program.</i>					
2015 Gunsmithing IPR	3,4	2	Establish annual service agreements	2018-19	\$10,180 (ongoing)	Decreased cost of machine replacement <i>Recommend inclusion of service agreements in campus-wide purchasing process of capital equipment.</i>	3	4	General		
2014 & 2018 Natural Science /Mathematics IPR		3	Initiate a replacement of equipment budget for the natural science/mathematics program	On-going for at least several years	\$10,000 (ongoing)	Systematically replace out-of-date science equipment					

2014 & 2018 Natural Science /Mathematics IPR		1	Replace autoclave and incubator for Microbiology class	Fall 2018	\$10,000 (one time)	Necessary for operation of class serving as a prerequisite for registered nursing programs					
2014 Athletics IPR	1,3	2	Add one Whirlpool to the Athletic Training Center Room w/ installation	2015-16	\$8,000 (one time)	Allow more students to take advantage of the whirlpool therapy	4	7	General		
2015 Social Science IPR + 2018 Humanities IPR + 2018 Natural Science /Mathematics IPR		4	Update classroom furniture to create more flexible and comfortable learning environments.	On-going for at least several years	\$25,000 (ongoing)	Increase of instructional methods which require flexible furniture setups to facilitate student interaction. Improved ability for students to focus when sitting more comfortably in furniture that fits them better. Ultimately, improved student success and morale.					
2014 Athletics IPR	2,3,4	5	Increase funds for recruitment	2018-19	\$10,000 (ongoing)	Increased enrollment, more competitive teams	4	8	General		
2014 Athletics IPR	2,3,4	6	Add Cross Country program	2018-19	\$48,000 (ongoing)	Increased enrollment, co-ed sport	9	9	General		

2018 Natural Science /Mathe matics IPR		7	Add equipment repair budget for biological and physical science	On-going	\$2,000 (ongoing)	Timely repair of essential science equipment					
Dean of Instructi on	2, 4		Career Guidance Courses for Incarcerated	2019-20	\$0	To increase student success by updating and improving the Career Guidance curriculum.					
Dean of Instructi on	2, 4		Career Guidance Courses for on campus	2019-20	\$0	To increase student success by updating and improving the Career Guidance curriculum.					
Dean of Instructi on	2, 4		Career Guidance Courses, by pathway	2019-20	\$0	To increase student success by updating and improving the Career Guidance curriculum.					
2014 Athletic s IPR	1,3,4	3	Purchase game ready control unit w/ ankle, knee & shoulder wraps	2018-19	\$3,600 (one time)	Better healthcare treatment for athletes	2	5	General		
Library/ ARC	3, 4		Career Center in Collaboratio n with ARC Space	2019-20	\$100,000 (one time)	To increase career and transfer placement					

EMP PRIORITIZATION PROPOSAL FOR HRMP 2019-2020(recommended in priority order)

In the case of position vacancies in Academic Services, positions are to remain budgeted until the need for position replacement is evaluated by VP of Academic

Services and Academic Planning Committee and recommendations for filling or repurposing the position through the EMP.

Source	Strategic Goal	Line Item	Planning Agenda Item(s)	Implementation Timeframe	Estimated Cost	Expected Outcome	Unit Priority	Area Priority	Funding Source	Status	Notes
2015 Vocational Nursing IPR	1	1	1 FT Nursing Instructor <i>Active recruitment underway to make permanent the prior temporary position (3rd nursing faculty)</i>	2019-20	\$125,000 (Currently in Budget)	Hire adequate staff according to projected FTW's for 30 students	1	1	General	In recruitment	
Math IPR	2,3,4	2	1 FT Math Instructor <i>Replace Ross Stevenson(retirement) for on-campus instruction</i>	2019-20	\$125,000	on-campus instruction	1	2	General		
2018 Humanities IPR	2,3,4	3	Hire 1 additional faculty member in English	2019-20	\$125,000	More ENGL sections overall. More ENGL sections taught live at prisons.					
Vocational Nursing IPR	1,2,3,4	4	1 FT Health Occupation Instructor	2019-20	\$125,000		1a	13	General		

2016 Correspondence NIPR	2,4	5	Hire part time (20 hr. per wk.) Administrative Assistant I - Correspondence	2019-20	\$19,000	Student success	1	4	General		
2015 & 2018 Natural Science/ Mathematics IPR		6	Physical Science Instructor	2019-20	\$125,000	Increase physical science offerings (Astronomy, Physics, Geology, Physical Geography, Physical Science), increasing number of degrees and GE certificates awarded. Incarcerated Instruction – ADTs					
2014 Athletics IPR	2,3,4	7	1 Adjunct Cross-Country Coach	2019-20	\$25,000	Increased enrollment, co-ed sport	9	11	General		
2015 Vocational Nursing IPR	3	8	Make a Director of Allied Health position either full-time director to oversee all VN and all HO programs or allow Director 50% release time for director duties	2019-20	\$7000 (addition to present \$25000 director stipend)	If one Director is over all Health Occupations programs, there will be better coordination and less duplication of supplies	4	12	General		

2018 Natural Science/ Mathem atics IPR		9	Replace Biological Science Instructor retired Spring 2018 (2 nd Instructor)	2019-20	\$125,000	Sustain growth biological science offerings (Human Anatomy & Physiology, Microbiology, extra sections), increasing number of degrees and GE certificates awarded					
2018 Humaniti es IPR		10	Hire 1 additional faculty member in Communicati on Studies	2019-20	\$125,000	1. Teach SPCH1 at prisons 2. Teach additional sections of SPCH1 at LCC when waitlists demand additional sections 3. Teach SPCH1 at LCC if current instructor is not available. Teach other COMM sections needed to have a COMM AA-T					
EMP	1,2,3,4	11	1 FT Foreign Language Instructor Perhaps American Sign Language instead	2019-20	\$125,000	Both on-campus and prison assignments	5	7	Gener al		

2018 Natural Science/ Mathem atics IPR		12	Hire an additional Instructional Support Specialist II to adjust additional faculty hires and mathematics lab activities	2019-20	\$40,000	Provide support for more student- centered opportunities in the classroom. Increased student success. Mitigation of student success issues arising from AB 705 problems.					
ARC NIPR	1,2,3,4	13	FT ISS 1 – Learning Center	2019-20	\$48,000	Allow Library to be opened extended hours. Student success.	7	6	Gener al		
EMP	1,2,3,4	14	1 FT Automotive Technology Instructor	2019-20	\$125,000	Anticipate increased enrollment because of NATEF certification	4	8	Gener al		
Athletic IPR	1,2,3,4	15	Paid Assistant Coaches	2019-20	\$40,000		10	>99	Gener al		
EMP	1, 2, 3, 4		CTE/Kinesiolo gy Faculty	2019-20	\$125,000	To support program development and growth.					
EMP	1, 2, 3, 4		CTE/Kinesiolo gy Faculty	2019-20	\$125,000	To support program development and growth.					
EMP	1, 3, 4		Career and Transfer Center Director	2019-20	\$125,000	To increase program retention and guided pathway effectiveness with career and transfer outcomes					
EMP	3, 4		Counselor, Faculty, for Incarcerated	2019-20	\$125,000	To support Incarcerated program development and growth.					

2016 Library/A RC NIPR	3, 4		Library Tech II, Full Time	2019-20	\$60,000	To increase student success by providing an appropriate level of service to Library patrons					
2016 Library/A RC NIPR	3, 4		Library Tech II, Part Time	2019-20	\$30,000	To increase student success by providing an appropriate level of service to Library patrons					
EMP	1, 3, 4		Dual Enrollment Coordinator	2019-20	\$60,000	To increase Dual/Concurrent Enrollment through program development and growth.					
DSPS	1, 3, 4		DSPS ISS III	2019-20	\$75,000	To improve service to disabled students by providing an appropriate level of staffing to meet campus needs.					
EMP + 2018 Humanities IPR	1, 3	9	Professional Development for Faculty	2019-20	\$30,000 (ongoing)	To more appropriately support professional growth of faculty.					
EMP + 2018	1, 3	10	Professional Development for Staff	2019-20	\$30,000 (ongoing)	To more appropriately support professional growth of staff.					

EMP PRIORITIZATION PROPOSALS FOR SSMP 2019-2020 (recommended on-going expenditures in priority order)

Source	Strategic Goal	Line Item	Planning Agenda Item(s)	Implementation Timeframe	Estimated Cost	Expected Outcome	Unit Priority	Area Priority	Funding Source	Status	Notes
2018 Natural Science /Mathematics IPR		8	Continue purchase of NETTUTOR or alternate tutoring program	On-going	Currently in budget (ongoing)	Provide tutoring opportunities leading to improved student success					2018 Natural Science /Mathematics IPR

EMP PRIORITIZATION PROPOSALS FOR ITMP 2019-2020 (recommended in priority order)

Source	Strategic Goal	Line Item	Planning Agenda Item(s)	Implementation Timeframe	Estimated Cost	Expected Outcome	Unit Priority	Area Priority	Funding Source	Status	Notes
Student Services + IT	2, 3, 4		Way Finding App (and Signage)	2019-20	\$200,000	To appropriately support new and continuing students.					
2018 Natural Science /Mathematics IPR		11	Add a second small copier for student use in the central area of the Math-Science building *printing kiosk options – David Corley & Karissa Morehouse	2018-2019	\$4,000 (ongoing)	Avoid FERPA violations and provide backup printer in the Math-Science building. <i>Note: This is more about establishing print-on-demand kiosks than it is about Natural Science/Math.</i>					

EMP PRIORITIZATION PROPOSAL FOR FMP 2019-2020 (recommended in priority order)

Source	Strategic Goal	Line Item	Planning Agenda Item(s)	Implementation Timeframe	Estimated Cost	Expected Outcome	Unit Priority	Area Priority	Funding Source	Status	Notes
2017 DSPS IPR	3,4	1	Remodel DSPS areas "Annual Updates Implementation"	2018-2019	\$100,000	Correct safety, accommodation, and legal issues	3	2			
EMP		2	Add cooling system for Gunsmithing	2018-2019							
2016 Auto IPR	6	3	Provide A/C in the instructor's office and tool room (Classroom)	2018-2019	\$1,000	Increase employee morale and provide a place that is a reasonable temperature to work	3	3	Grant		
2016 Auto IPR	7	4	Provide two portable evaporative coolers for the shop	2018-2019	\$9,500	Increase student learning	4	2	Both		
2017 Fine Arts		5	Track lighting & lights in CA 201	2018-2019	\$1,200.		4	4			
2016 Auto IPR	8	6	Provide tables and chairs to replace desks in the classroom	2018-2019	\$5,000	Increase student learning	5		Both		
2018 Natural Science /Mathe matics IPR	3,4	7	Systematically replace the chairs in all classrooms over the next several years.	One time over next several years	\$3,000/ room of 24 chairs	Improve the learning and safety environment for students					

2018 Natural Science /Mathe matics IPR	3,4	8	Replace the moveable partition between the lecture rooms MS-121 and MS- 122 with a solid soundproof wall.	Summer 2018	\$10,000	Improve the learning environment for mathematics and science students					
2018 Natural Science /Mathe matics IPR	3,4	9	Retrofit 112, 114, 116, 125 into flexible lecture/lab classrooms.	One time		Improve the learning environment for mathematics and science students					
2018 Natural Science /Mathe matics IPR	3,4	10	Remove the partial solid wall partition between MS-101 and MS-102 and move the Math Lab to MS- 101/102	Summer 2018		Provide additional space for Math Lab, while freeing classroom for improved scheduling					
2018 Natural Science /Mathe matics IPR	3,4	11	Continue to keep and monitor the temperature in all the rooms.	Annually (on-going)		Provide safe and environmentally sound learning and working environment					
2018 Natural Science /Mathe matics IPR		13	Improve temperature control in HU and CA buildings: more consistent HVAC control in summer and winter	2019-2020	unknown	Learning environments more conducive to learning; improved student success, comfort, and morale					
Facilitie s	2, 3, 4		Way Finding Signage (and App)	2019-20	\$200,000 (one time)	To appropriately support new and continuing students.					

EMP	3		Hardened GSS Armory	2019-20	\$100,000	To provide an appropriate level of security for LCC GSS Assets.					
EMP	3		Security Improvements for GSS Lab	2019-20	\$150,000	To provide an appropriate and acceptable level of security for all Gunsmithing Program assets in the GSS Shop area.					
EMP	3		Gymnasium Remodel	2019-20	\$250,000	To improve the aesthetics of the Gym Foyer (and other areas) to present a more appropriate impression of LCC Kinesiology/Athletics programs.					
EMP	2,3,4		Athletic training lab	2019-20	\$250,000	To support and develop the Athletic Training major under Kinesiology					
Auto Technology	2, 3, 4		CTE: Precision Measuring Instrument kits/equipment	2019-20	\$150,000	Equipment required to teach new stackable Auto Tech Certs.					
Facilities	2, 3, 4		Lighting Efficiency Improvements (replacements and Upgrades), campus wide	2019-20	\$1,000,000	To (1) decrease Utility usage/costs, and (2) provide significantly improved lighting quality through replacement of all lighting assets on campus.			LI Loan		
Facilities + IT	1, 3		Refurbish "M" and "N" Buildings	2019-20	\$120,000 (one time)	To increase the efficiency of facilities usage and provide appropriate space for support programs.					

Facilities	3		Air Conditioning (Dormitory)	2019-20	\$100,000 (one time)	To provide a more appropriate, comfortable climate and environment for dormitory residents.					
Facilities	2,3,4		Air Conditioning (Library)	2019-20	\$100,000 (one time)	To provide a more comfortable and appropriate climate and environment to all Library patrons.					
Facilities	3		Emergency Generators (Gym Building)	2019-20	\$250,000 (one time)	To provide power to Gym patrons and occupants during power outages and regional emergencies/catastrophes.					
Facilities	3		Emergency Generator (Dormitory)	2019-20	\$300,000 (one time)	To provide a safer environment for dormitory residents during power outages.					
Facilities	3		Emergency Generators (Campus wide)	2019-20	\$650,000 (one time)	To provide a safer environment for Students, Staff, faculty, and all dormitory residents during power outages.					
Facilities	3		Electronic Access/Locks (Campus Wide)	2019-20	\$900,000 (one time)	To increase security for all campus occupants and provide for mass lock-down during campus security incidents.					
Facilities	2, 3, 4		Lighting Efficiency Improvements (replacements and Upgrades), campus wide	2019-20	\$1,000,000 (one time)	To (1) decrease Utility usage and costs, and (2) provide significantly improved lighting quality through replacement of all lighting assets on campus.			LI Loan		

Facilities	3, 4		ADA Accessibility Improvements (campus wide)	2019-20	\$7,500,000 (one time)	To bring campus facilities into current compliance with ADA rules and regulations and thus provide an appropriate level of access to disabled students and staff.					
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EMP PRIORITIZATION PROPOSALS FOR IEMP 2019-2020 (recommended in priority order)

Source	Strategic Goal	Line Item	Planning Agenda Item(s)	Implementation Timeframe	Estimated Cost	Expected Outcome	Unit Priority	Area Priority	Funding Source	Status	Notes
2018 Natural Science/Mathematics IPR	1,4	1	Assess the relationship between poor attendance and lack of success in mathematics and science courses and identify the primary factor contributing to poor attendance.	2019-20	No additional cost	Improve student success and retention					
2018 Natural Science/Mathematics IPR	1,4	2	Pilot a project to improve attendance in mathematics and science courses and assess impact on success rates.	2019-20	Unknown at this time	Improve student success and retention					
2018 Natural Science/Mathematics IPR		3	Request the following research from Institutional Effectiveness and Research Office to evaluate effectiveness of	2019-20	Time	Affirmation of curricular changes for acceleration leading to increased student success and completion of transfer-level English. Potential for additional curricular					

			curricular revisions for acceleration: student persistence to and success in ENGL 1 following enrollment in remedial English course (ENGL 105, ENGL 105A) pre- and post-implementation of the accelerated open access one-level below transfer course. Disaggregate by delivery modality.			changes to meet intent.					
2018 Natural Science/Mathematics IPR		4	Provide course, program, and institutional SLO data to all programs for review, discussion and evaluation by faculty, and inclusion in program reviews (Institutional Effectiveness and Research). / Make SLO data (especially achievement rates) accessible to everyone	2019-20	Time	More comprehensive review of SLO assessment info by faculty could result in SLO revisions, change of measurements or success thresholds, or instructional changes.					

2018 Natural Science/ Mathematics IPR		5	Provide instructional design assistance, accessibility assistance, and additional ongoing training opportunities to all online instructors to better ensure high quality online courses.	ongoing	\$125,000 (1-2 salaries)	<ol style="list-style-type: none"> Improved student success in online courses Compliance with accessibility regulations Compliance with DE regulations and standards					
2018 Natural Science/ Mathematics IPR		6	Regularly check and repair classroom technology / Ensure audio (and all classroom technology) works in classrooms	ongoing	Time	<ol style="list-style-type: none"> Fully functional classroom technology positively impacts student success 					
2018 Natural Science/ Mathematics IPR		7	Provide training as needed for IT to be better equipped to solve IT problems in the classrooms.	ongoing	\$6,000	<ol style="list-style-type: none"> Increased ability to repair IT problems in classrooms, lessening the impact of problems on instruction 					

Institutional Effectiveness Master Plan

I. INTRODUCTION

The Institutional Effectiveness Planning Committee was initiated in the 2014-2015 academic year as a result of the planning evaluation process conducted during May 2014. The evaluation process identified that there were institutional areas not represented in the previous planning documents nor provided an avenue for consideration during the budget allocation process. The Institutional Effectiveness committee was added to develop the master plan and prioritize budget requests within the areas of:

- Accreditation
- Fiscal planning
- Governance
- Grant development/coordination
- Institutional planning
- Marketing
- Organizational structure
- Program review
- Research
- Student learning & administrative unit outcome assessment.

INSTITUTIONAL EFFECTIVENESS PLANNING COMMITTEE MEMBERSHIP:

The following individuals served as members of the 2018-2019 Institutional Effectiveness Planning Committee:

Dr. Randy Joslin – Director of Institutional Effectiveness, Chair
Dr. Trevor Albertson – Dean of Instructional Services
Codi Mortell – Administrative Assistant in the Office Academic Services
Brian Wolf – Faculty
Robert Schofield - Faculty
Logan Merchant – Information Technology Specialist II
Michell Williams – HR Generalist
Bridget Gowin – Outreach Coordinator

II. INSTITUTIONAL EFFECTIVENESS PLANNING COMMITTEE CHARGE

The Institutional Effectiveness Planning Committee is charged with the responsibility of addressing the general institutional planning needs for the college. Guided by the mission statement and strategic goals approved by the Governing Board, the Institutional Effectiveness Planning Committee relies on recommendations from program reviews to inform the development of the Institutional Effectiveness Master Plan. The committee develops the Institutional Effectiveness Master Plan and meets to discuss and make recommendations regarding present and future needs to sustain institutional effectiveness.

The Institutional Effectiveness Master Plan consists of five Annual Action Plans covering each Academic Year from 2019-2020 to 2023-2024. The Annual Action Plans are reviewed and updated annually during Lassen Community College's planning process. The five-year plan is presented to Consultation Council by the Institutional Effectiveness Planning Committee for approval along with the Student Services Master Plan, prior to informing the development of the Facilities, Institutional Technology, and Human Resources Master Plans.

III. AREAS OF FOCUS

A. Accreditation

Accreditation is the primary means by which colleges in the United States assure and improve quality. Colleges must apply for reaffirmation of accreditation every seven years. The Accrediting Commission for Community and Junior Colleges of the Western Association of Schools and Colleges (ACCJC/WASC), as overseen by the U.S. Department of Education (DOE), last acted to reaffirm the accreditation of the College in June 2014; the next ACCJC visit is March 2020. The accreditation status of the College is overseen by the Administration, Accreditation Steering Committee (a role of Consultation Council), the faculty Accreditation Chair, and administrative Accreditation Liaison Officer.

B. Assessment of Student Learning and Administrative Unit Outcomes

Student learning outcome (SLO) assessments are reported at the end of each academic session and administrative unit outcome assessments are reported annually in May. The Director of Institutional Effectiveness will be responsible for monitoring outcome assessment. During the 2018-19 academic year, the college is using a locally developed system. This system has several advantages in its ease of AUO/SLO input, superior self-service reporting, and reduced cost of maintenance. A challenge facing the college (indeed all California Community Colleges) is implementing systems to capture student level success in SLOs to support the disaggregation of SLO data to support disproportionately impacted students. The college is currently implementing a new analytics system (InfoMagnus) that will enhance our SLO and AUO reporting.

C. Fiscal Planning

The College is fiscally prudent with its resources. The College develops its annual operating budget through a budgeting process to determine the expenditure requirements under the established strategic direction and integrative planning processes. Yearly budget parameters and assumptions are evaluated and communicated to ensure that all constituent groups understand realistic resource availability. The majority of College's financial resources come from state apportionment which is enrollment driven. Each spring, district revenue is estimated and expenditures are developed based salary and benefit costs, utility rates, staff retirements and vacancies, and other operational needs. Priorities and recommendations developed in this process serve to guide the College in its decisions and yearly resource allocations. The Fiscal Services department implements and oversee the budget. The Fiscal Services department strives to create and support an environment that allows for the business functions of running an institution while working seamlessly with all areas of the campus and insuring that resources are available when needed to enhance student learning. Fiscal Services aims to provide administration support that promotes effective delivery of education and services to student, faculty, and staff.

D. Governance

The Lassen Community College governance structure involves faculty, staff, administration, students, the Governing Board, and the community in the planning and operation of the college.

The governance structure and practices embrace the Lassen Community College values of supporting inclusiveness of individual and community viewpoints in collaborative decision-making processes; promoting mutual respect and trust through open communication and actions; and fostering integrity as the foundation for all we do. The Governing Board is the final authority for governance at Lassen Community College. The Governing Board delegates authority to the Superintendent/ President who in turn solicits and receives input through the participatory governance decision-making process.

E. Grant Development/Coordination

Grant development is primarily the responsibility of the Grant Development Team comprised of the Vice-President of Academic Services, Dean of Student Services and the two Deans of Instructional Services, and the Director of Institutional Effectiveness. Coordination of grants is the responsibility of the individual identified in the grant. The College is engaged in actively pursuing grant funding to supplement the general fund.

F. Institutional Planning

As required by regulation, the College's financial planning includes both short-term and long-term goals and objectives, provides for broad-based-input, and is coordinated with educational planning.

The Comprehensive Institutional Master Plan is a five-year plan that is updated and sent to the Governing Board for acceptance annually. The institutional planning and budget development process begins with the program review process, which utilizes student learning and administrative outcome assessments as the mechanism to justify recommendations. The program reviews provide the unit level planning documents for Lassen Community College. The program goals and objectives as well as recommendations and budget requests developed during the review process integrate into the various planning sections of the Comprehensive Institutional Master Plan.

G. Organizational Structure

The organizational structure of the College is depicted graphically in organization charts for each institutional area: President, Academic Services, Administrative Services and Student Services. The organizational charts are updated at least annually following the July board meeting for incorporation into the Participatory Governance Handbook.

H. Marketing

The Marketing Director is responsible for the functions of marketing and public information. Marketing and public information efforts are intended to help the College reach its annual student enrollment goals and to provide informational materials to students and the community. The Outreach Coordinator has recently explored social media and other new venues of building and promoting the campus awareness. All of these efforts help accomplish stable enrollment, which helps to generate the maximum level of State apportionment funding necessary for the continued smooth operation of the College and its services.

I. Program Review

The process for instructional program review is articulated in the Instructional Program Review Handbook periodically reviewed and updated by the Academic Senate. The process for non-instructional program review is articulated in the Non-instructional Program Review Handbook periodically reviewed and updated by the President's Cabinet. Career technical education instructional programs are reviewed every two years while academic instructional and non-instructional programs are reviewed every four years. Annual updates are submitted during all years outside program review years.

J. Research

The Institutional Effectiveness and Research department addresses, both directly and indirectly, those functions that ensure careful planning for and data-informed decision-making in maximizing student access and success. In the 2016-17 budget process the department approved the addition of a research analyst who is 50 percent categorically funded and funded 50 percent through the general fund. The analyst will be charged with conducting research into the success of the Student Equity Plan, the Inmate Education Program as well as other needs of LCC. As Lassen Community College continues its efforts to serve the district through grant funds, the analyst will continue to be an instrumental position in reporting program efficacy. This analyst has yet to be hired.

K. Resource Development/Lassen College Foundation

The Lassen College Foundation, Inc. is an auxiliary organization of the college. The foundation provides financial support to the college for scholarships, innovative programs, and resources on campus and in the district. The foundation builds relationships in the community that enhance financial and educational investments in the college. The Director of Development, Alumni, and Community Relations, who reports to the Superintendent/President, provides long range strategic planning and day to day administration of the foundation. The college is currently recruiting a new Director of Development, Alumni, and Community Relations.

IV. DESIRED OUTCOMES

A. Accreditation

Accreditation signifies that an institution meets or exceeds minimum levels of institutional effectiveness. All strategies outlined help the institution meet the standards required by the ACCJC. As deviations from standards are discovered, LCC must assign appropriate resources to any area that is below standard.

Further, Institutional reporting to the ACCJC must continue in a timely manner. Accomplishing the items in the table below will help LCC maintain its accredited status:

Outcome	Year	Item #
Timely reporting to the ACCJC	2019-20	7, 8, 12
	2020-21	18
	2021-22	
	2022-23	
	2023-24	

B. Assessment of Student Learning and Administrative Unit Outcomes

Assessment of SLOs and AUOs is the foundational point for program improvement and incrementally leads to the improvement of the college as a whole. **Therefore, LCC needs to provide both academic and administrative decision makers with a platform to input and store outcomes, measures of progress, action plans, and evaluation of plans. LCC needs to foster a climate that encourages the use of SLOs and AUOs assessment in decision making.** Accomplishing the items in the table below will lead to the achievement of these outcomes:

Outcome	Year	Item #
SLO AUO platform	2019-20	2, 9, 16
	2020-21	9, 20
	2021-22	9
	2022-23	9
	2023-24	9
Climate of assessment in decision making	2019-20	3, 5, 8, 9
	2020-21	3, 4
	2021-22	
	2022-23	
	2023-24	

C. Integration of Learning, Planning, and Resource Allocation

Student learning is at the core of the LCC mission statement. As such, planning and resource allocation need to be tied to learning in order for the institution to achieve its mission. **Therefore, LCC faculty and staff will use assessment results when creating plans and resources will be allocated to support those plans with the greatest institutional benefit.** In order to achieve this goal, LCC needs a culture of assessment, transparency, and open communication. Accomplishing the items in the table below will foster the creation of that culture:

Outcome	Year	Item #
Integration of learning, planning and resource allocation	2019-20	1, 2
	2020-21	10, 13, 22
	2021-22	10, 13, 22
	2022-23	10, 13, 22
	2023-24	10, 13, 22

D. Governance

Lassen College’s governance system is the mechanism for collegial administration of the institution. **In order for participatory governance to be viable, the board, faculty, staff, student government, and administration need to be knowledgeable of policy, law, and available practices. Further, all constituencies need to maintain open dialogue and respect.** Annual surveys completed by faculty, staff, students, and administration are used to measure the effectiveness of LCC’s participatory governance structure. Survey results are used by various campus committees to spark ideas for improving college governance.

Lassen College developed an action plan in 2016-17 resourced by \$200,000 from the Institutional Effectiveness Partnership Initiative. A point of emphasis for the plan is improved governance relations. Accomplishing the goals of the IEPI and the following will create a more knowledgeable campus constituency, and improve communication:

Outcome	Year	Item #
Improved interpersonal relations on campus	2019-20	5, 10, 12
	2020-21	
	2021-22	
	2022-23	
	2023-24	
Better understanding of education code, local policies, and practices	2019-20	1, 9, 10, 11
	2020-21	
	2021-22	
	2022-23	
	2023-24	
Improved communication between constituencies	2019-20	3, 10, 11, 12, 16, 19, 20
	2020-21	19
	2021-22	19
	2022-23	19
	2023-24	19

E. Grant Development/Coordination

LCC has the goal of increasing the percentage of college funding supported by grants. While additional revenue will help the district achieve its mission, grants generally only provide funds for a limited duration and very specific outcomes. Due to this volatility, it is important that LCC carefully evaluate grant opportunities before taking them on. LCC is working on a system for vetting grant opportunities for maintenance of effort, long term effects, ongoing personnel, budget impact, and grant goal fit with the goals of the institution in 2019-20. Proper management of these grants is key. **While a grant team approach makes sense now, as grant funding begins to have a larger impact on district resources, an evaluation of the need for a grant coordinator to manage and solicit grants should be undertaken.**

Outcome	Year	Item #
Increased grant funding	2019-20	4, 6, 13
	2020-21	13
	2021-22	13
	2022-23	13
	2023-24	13
Well managed grants	2019-20	4, 13
	2020-21	13
	2021-22	13
	2022-23	13
	2023-24	13

F. Organizational Structure

District personnel expenditures represent approximately 80 percent of district expenses and 75 percent of revenue. Given the magnitude of these expenditures, it is imperative that the district allocate personnel resources in the most effective manner possible. While determination of workforce rests with district administration, this does not absolve administration from making workforce decisions that account for budget, college planning, and consultation through the participatory governance process. **Therefore, LCC administration should have a method of communicating with college constituencies to determine district workforce need.** Master Plans, Consultation Council, and President’s cabinet provide opportunity for communication regarding workforce planning.

There are no recommended strategies for this area at this time.

G. Program Review

Program review is the process which college programs evaluate their performance and develop plans for the future. Budgets and assessment need to be linked to the planning process and data should be the foundation for developing the program reviews. **Improving campus access to transparent data will help program review writers create more effective plans.**

Outcome	Year	Item #
Improved Information, transparency and efficacy	2019-20	1, 2, 3, 4, 5, 9, 16, 20
	2020-21	
	2021-22	
	2022-23	
	2023-24	
SLO AUO platform	2019-20	2, 9, 16, 20
	2020-21	
	2021-22	
	2022-23	
	2023-24	

H. Research

To most effectively utilize resources, the college must have accurate and timely information in a format that is actionable. **The Institutional Effectiveness and Research department will work to improve information transparency to support institutional decision making.** The following goals were designed to increase transparency and efficacy.

Outcome	Year	Item #
Improved Information, transparency and efficacy	2019-20	1, 2, 3, 4, 5, 6, 7, 9, 12, 14, 15, 16, 17, 19, 20
	2020-21	21
	2021-22	22
	2022-23	23
	2023-24	24

Recommendations for objectives to be added to the 2019-2024 Comprehensive Institutional Master Plan:

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.

1. Improve institutional effectiveness through the ongoing systematic documentation of adherence to eligibility requirements and accreditation standards and through the completion and timely submission of all requested reports to the Accrediting Commission.
2. Improve institutional effectiveness through financial planning to develop fiscal resources adequate to support student learning programs and services and to assure long-term financial stability.
3. Create a marketing plan with a focus on stabilizing revenue from apportionment and out of state fees.
4. Evaluate the need for a grant coordinator to manage and solicit grants as grant funding begins to have a larger impact on district resources.
5. Evaluate student completion and success based on timing of course enrollment during the semester (2015 Work Experience IPR, 2013 Human Services IPR)
6. Design a process to track job placement and retention (employment retention) of students (2014 Child Development IPR, 2013 Gunsmithing IPR, 2012 AG IPR)
7. Assess the relationship between poor attendance and lack of success in mathematics and science courses. Identify the causative factors contributing to poor attendance (2014 Natural Science / Math IPR). Audit data for discrepancies within the budget and FTES categorization (2013 Gunsmithing IPR).

INSTITUTIONAL EFFECTIVENESS STAFFING PROPOSAL 2018-2019

Area	Source	Strategic Goal	Line Item	Planning Agenda Item(s)	Implementation Timeframe	Estimated Cost	Expected Outcome	Priority	Notes
AS	IE NIPR 2016	1, 3, 4		Research Analyst	2019-20	\$95,000	Full Time Research Analyst	1	Essential due to new Student-Centered Funding Formula
P	2014 Marketing & Public Information NIPR	1,3		Web Master Position	2019-20	\$95,000	One person dedicated to the web needs of the college	2	
P	2014 Marketing & Public Information NIPR	1		Marketing and Public Information Officer	2019-20	\$115,000.00	Increased awareness and new student enrollment and strengthen the department capabilities	3	
	2014 Governance Annual Update			Review the need to add or restructure administrative assistant support for governance	2019-20	\$75,000	Improved Governance process	4	If restructure administrative assistant support then budget item is not needed

INSTITUTIONAL EFFECTIVENESS BUDGET REQUESTS

Area	Source	Strategic Goal	Line Item	Planning Agenda Item(s)	Implementation Timeframe	Estimated Cost	Expected Outcome	Priority	Notes
	Accreditation			Accreditation Costs: 2019-20 \$22k	2019-20	\$22,000 Fixed Cost	Accreditation Reaffirmed	1	
	2014 Fiscal Services NIPR			Business Office travel training budget by \$3,000	2019-20	\$3,000 Ongoing		2	
	2014 Governance Annual Update			Increase funding for talent assessment (Colors, Strength Quest) by \$5,000 once every two years	2019-20	\$5,000 Ongoing		3	
SS	2017-2018 EOPS/CARE NIPR	1,3,4		Effective Student Educational Planning tool and training	2019-20	up to \$50,000	Increase student retention and completion	4	STARFISH implementation ongoing, currently in testing phase.
SS	2017-2018 EOPS/CARE NIPR	1,3,4		Live data tracking system for Student Services	2019-20	up to \$20,000	Understanding of KPI and increased response to meet student needs for successful completion of program	5	STARFISH implementation ongoing, currently in testing phase.

Student Services Master Plan and Student Services Staffing Plan

V. 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 capital development have essential ties 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 towards academic and career success.

Key Components for Student Support Services

- Student Success and Support
 - Registration Support Services
 - Assessment and Academic Advising
 - Orientation
 - Education Plan
 - Early Warning and Retention Alert Systems
- Counseling and Guidance
- Work-Study, CalWORKs and Work Experience Referral
- Academic Support Services/Supplemental Instruction/Tutoring
- Articulation
- Transfer Readiness
 - Transcript Evaluations
 - Transfer Activities and Events
- Programs for Targeted Populations
 - Disabled Students Programs and Services
 - CalWORKs
 - Extended Opportunities Programs and Services/CARE
 - Child Development Center
 - Kinship Care
 - Independent Living Program (Foster Youth)
 - Veterans
 - Equity (Disproportionately Impacted Populations)
 - Incarcerated Students
- Admissions and Records
 - Admissions
 - Records and Attendance Accounting
- Financial Aid

- Aid Processing and FAFSA processing
- Loan Processing
- VA Benefits
- Federal Work Study Processing
- Scholarship Processing
- Financial Aid Outreach
- Student Affairs, Leadership and Governance
 - Associated Student Body
 - Club Leadership
 - Student Leadership Development
 - Student life and Activities
 - Student Ambassadors
- Residential Services
- Student Recognition Programming
 - 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
 - Discover Lassen College
- Probation and Academic Disqualification Advising Services
- Mental Health Services
 - Mental Health Coordinator
 - Behavioral Intervention Team

VI. 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, five faculty members, two classified, two confidential/management, 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. This committee also oversees the creation of the Equity Plan.

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 most recent approved non-instructional program reviews and annual updates done in 2017-2018 which include the following: Kinship Care; Admissions and Records; Financial Aid; EOP&S/CARE; DSP&S; Assessment, Counseling, Student Success and Transfer; Child Development Center; ILP; Student and Residential Life; CalWORKs/TANF; Outreach.

The Student Services Master Plan is composed of the five annual action plans that start in academic year 2018-2019 and ends in academic year 2023-2024. Each year the Student Services Master Plan is reevaluated and updated. The plan is then presented to Consultation Council for approval.

STUDENT SERVICES PLANNING COMMITTEE MEMBERSHIP:

The following individuals served as members of the Student Services Master Planning Committee during academic year 2018-2019:

- Patrick Walton- Dean of Student Services
- Karissa Morehouse- Dean of Instruction
- Adam Runyan– Academic Counselor
- Eloy Rodriguez- Math Faculty
- Laura Greer- Early Childhood Education
- Janet Marinoni- Academic Counselor
- Andy Rupley- Business Faculty
- Tara Harkema (2019)
- Heather DelCarlo- Program Assistant CalWORKS
- Carol Montgomery- Program Assistant EOP&S/Care Coordinator (2018)
- Jennifer Tupper- Director of Orientation and Success
- Davis Murphy- Interim Director of Enrollment Services

VII. 2018-2024 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 help to improve services to students. With the implementation of Guided Pathways there needs to be an emphasis on career development and training for all staff and faculty across campus. Lassen College has a diverse population of students. Multicultural, gender and equity training need to be provided to help us better serve our students. Mental Health training is also critical to staff and faculty in helping to recognize the challenges and dangers that many of our students face. These trainings could be provided by those familiar with these issues on campus but also by outside groups like On Course, RP Group, EdOptics and others that specialize in professional development to staff and faculty. Funding could be provided by SSSP, Equity and other sources.

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. Text messaging, student planning, document imaging, early alert, Starfish, Maxient and others systems that are being used on campus must be fully utilized. Training needs to be provided to more fully implement these educational tools to serve students. Wi-Fi needs to be improved across campus and make the entire campus an access point for Wi-Fi. Other areas to focus on would be other components of Starfish including early alert, educational planning, Canvas, etc. Other services would include online financial aid services, phone applications for students, and fillable online forms for all student forms. Focus also should be put into improving the website to allow for greater access to resources and services available at LCC.

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, career development, job placement, counseling, assessment, registration services and financial aid. Students taking courses in blended delivery programs will need different patterns of access to student services. These services are offered by providing counseling services at a distance using online advising, correspondence/incarcerated counseling, and designated counselors to local high schools. Impacted academic programs require different patterns of enrollment advising. Student Services will be integral in the successful implementation of goals for SSSP and Student Equity and utilizing the funding sources to best serve students. There is a need for Lassen College students to have greater access to four year institutions. Partnering with an institution(s) such as CSU Chico, UC Davis, UNR, or Southern Oregon University to provide bridge programs at LCC would be ideal. Expansion of our Allied Health offerings would prove beneficial to students as they are popular programs. Perhaps the most important area to focus on though would be math acceleration and improving student success in math. Accelerating math to only one level below transfer as well as providing embedded tutoring and other support services are essential to the success of LCC students and compliance with AB 705. The Chancellor's office requires students complete transfer level English and math in one year.

Element IV – Outreach Implementation

The increase in on-line courses and continuation of correspondence instruction and the increase of face to face instruction and student support services of incarcerated students extends 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. Local outreach will occur as well with more focus being placed on Cash for College at our local schools, outreach events (Discover Lassen College, 8th grade Week, etc..) and expansion

of the Kinship workshops to meet the Resource Family Approval Guidelines. The Student Equity Plan calls for increased access to underrepresented groups on campus. These groups include: women, Native Americans, and Veterans. Students Services will work in conjunction with academics, student equity and other relevant groups to increase access to these underrepresented groups at LCC. LCC is in need of marketing director/specialist. This person would be in charge of rebranding/advertising LCC. It would also provide a point person for marketing of the website and upkeep of it. This position would provide a consistent message thorough our website, social media and print media.

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 student services from the Vocational Tech building to a new facility that would allow all of student services to be in one building together. This relocation would meet the goals of Guided Pathways and be a more efficient and effective way to serve students in a manner that is conducive for their learning and goals. A plan should be created with facilities to determine a feasible location such as the Humanities building which is in the center of campus and would be better served as a Student Services location. A dedicated space for mental health services needs to be identified to accommodate the addition of the Mental Health Coordinator. The Saint Marie Residence Hall has been undergoing renovations to bring the building up to code and to create an environment that fosters student success and healthy living. Some rooms have been renovated and each year more will continue to be renovated. The common lounge is being renovated to make it safer and more student friendly. Following these projects, space needs to be evaluated to add an exercise facility, a small computer lab and other possible upgrades. A better security camera system is also going to be installed in the dorms. The discussion of the potential need for another residence hall has occurred and pertinent data needs to be gathered to determine its feasibility. Other campus needs include a lactation lounge dedicated for breastfeeding mothers, baby changing stations in restrooms, and better signage all across campus. As a whole the campus had been lacking in much needed student focused activities, and places for students to engage and congregate but with the addition of the Director of Orientation and Success as well as funds to facilitate these activities have greatly improved student engagement and involvement. Other dedicated student spaces need to be evaluated and determined.

STUDENT SERVICES PRIORITIZATION PROPOSAL FOR EMP 2019-2020 (recommended in priority order)

Source	Strategic Goal	Line Item	Planning Agenda Item(s)	Implementation Timeframe	Estimated Cost	Expected Outcome	Unit Priority	Area Priority	Funding Source	Notes

STUDENT SERVICES PRIORITIZATION PROPOSAL FOR IEMP 2019-2020 (recommended in priority order)

Source	Strategic Goal	Line Item	Planning Agenda Item(s)	Implementation Timeframe	Estimated Cost	Expected Outcome	Unit Priority	Area Priority	Funding Source	Notes

STUDENT SERVICES PRIORITIZATION PROPOSAL FOR SSMP 2019-2020 (recommended in priority order)

Source	Strategic Goal	Line Item	Planning Agenda Item(s)	Implementation Timeframe	Estimated Cost	Expected Outcome	Unit Priority	Area Priority	Funding Source	Notes
Counseling	4		Counselor (Behavioral Health)	2018-2019	\$115,000 (salary and benefits) or MOU	Was able to find funds to pay for a part time/temporary position and but need to make this a full time/permanent position	2		Categorical/General	
Counseling	4		Counselor (additional incarcerated counselor)	2018-2019	\$125,000 (salary and benefits)	Serve our growing incarcerated program	3		General	
OSS/Outreach			Student Success Coordinator	2019-2020	\$95,000	Outreach/OSS Support: Salary \$85,000; Supplies/Travel \$10,000	1			
Outreach			Increase Supplies Budget	2018-2019	(+\$10,000) (\$5,000 for student success coordinator)	Ongoing updates of material	1		General	
Outreach			Increase Travel Budget	2018-2019	(+\$10,000) (\$5,000 for student success coordinator)	Increase state, national and international awareness and enrollment	2		General	
Outreach			Budget to purchase Intersect other digital advertising platform	2018-2019	(\$13,500)	Increase presence among high school students while looking for colleges and open up additional communication avenues	3		General	
EMP			Dual Enrollment Coordinator	2018-2019	\$100,000	Increase enrollments out of K-12			General	
Counseling	4		Part time temporary assessment/testing/career staff	Continue for 2017-2018	\$8,000 (approx.), no benefits at part time	Provides support to Assessment Technician and allows office to remain open when Assessment Technician needs to provide services to outlying areas	10		Categorical/General	

Counseling	4		Career Exploration Software	2019-2020	\$6,000	Educate and prepare students for the career goal they wish to attain	11		Categorical	
EOPS			Lending Library funds	Spring 2019	\$10,000.00	OER/textbooks for students	3			
Counseling	4		Evaluator	2018-2019	\$55,937.60 (salary and benefits)	Approved last year, in progress	1		Categorical	
Counseling	4		Student Success Support Administrative Assistant	2018-2019	\$46,863.26 (salary and benefits)	Approved, in progress	5		Categorical	
EOPS			Staff Training (mental health & Diversity)	18-19 year	\$5,000.00	better services to students	1		Categorical	
EOPS			CC Visits – best practices	18-19 year	\$2,000.00	Innovative programs and efficiencies	2		Find out more info, probably categorical	
A&R	5		Increase Travel Budget	2018-2020	\$5,000	Training and Outreach	5		Possibly Categorical	
Counseling	4		Full time General Counselor (veteran/general)	2018-2019	\$125,000 (salary and benefits)	To increase the number of students we can serve and meet SB 694 requirements	4			
Counseling	4		TES/College Source	2018-2019	\$5,000 per year	Assist with transcript evaluations, consider as a mandated cost as our department needs this every year	6			
Counseling	4		Update and Include a section in orientation to complete initial educational plan	2018-2019	\$3,000	Increase the number of completed initial educational plans and capture those students who register solely online	7		Categorical	
Counseling	4		Ed Plan and 15 to Finish Campaign	Annually	\$1,500 for advertising materials and \$1,000 for	Educate students in the importance of educational plans, increase	8		Categorical	

					a scrolling screen for a total of \$2,500	educational plan completions and decrease the amount of time to complete certificate/degrees				
Counseling	4		Starfish Promotion Materials	2018-2020	\$1,500 for advertising materials	Market Starfish program to staff and students	9		Categorical	
EOPS			CARE Conference funds	Spring 2019	\$5,000.00	Skill building for CARE students and close equity gap for many of our female students	4		CARE	

STUDENT SERVICES PRIORITIZATION PROPOSAL FOR ITMP 2019-2020 (recommended in priority order)

Source	Strategic Goal	Line Item	Planning Agenda Item(s)	Implementation Timeframe	Estimated Cost	Expected Outcome	Unit Priority	Area Priority	Funding Source	Notes
Residence Hall	3		Lights on north and south exterior walls	Aug-19	\$960	Improved safety and security	5			
Residence Hall	3		Video surveillance on North, South exterior walls & entrance to campus	Aug-19	\$900	Improved safety and security	3			
Residence Hall, Counseling & OSS	4		Digital Signage/Wayfinding	Aug-19	\$100,000	Quick and easy way to disseminate information across campus	7,13			
A&R	2		Additional Scanners	2018-2020	\$12,000	Increase Efficiency	2			
A&R	5		Printer in lobby for students	2018-2019	\$1,500	Better Serve Our Students	5			
Counseling	3		Purchase 4 student computers when assessment office is moved to a larger location	2018-2019	\$3,200 (4 at \$800)	Increase the number of students who can test	2			
Outreach			Purchase Contact Management Program	2018-2019	\$5000.00	Allow for contact gathered through	1			

						recruiting to be effectively managed				
OSS	4		Mobile ID Reader/Printer	2018-2019	\$5,000				Possibly Categorical	
A&R	4		Computer for Microfiche	2018-2019	\$3,000	Productivity	4			
Counseling	4		Career Exploration Software	2019-2020	\$6,000	Educate and prepare students for the career goal they wish to attain	1		Categorical	
Residence Hall	3		Video Surveillance system	Aug 2019	\$1800	Improved safety and security	3			
Residence Hall	3		Monitor and video feed from video surveillance in RA Office	Aug 2019	\$500	Improved safety and security	4			

STUDENT SERVICES PRIORITIZATION PROPOSAL FOR HRMP 2019-2020 (recommended in priority order)

Source	Strategic Goal	Line Item	Planning Agenda Item(s)	Implementation Timeframe	Estimated Cost	Expected Outcome	Unit Priority	Area Priority	Funding Source	Notes
Counseling	4		Counselor (Behavioral Health)	2018-2019	\$115,000.00 (salary and benefits) or MOU	Was able to find funds to pay for a part time/temporary position and but need to make this a full time/permanent position	2		Categorical/General	
Counseling	4		Counselor (additional incarcerated counselor)	2018-2019	\$125,000 (salary and benefits)	Serve our growing incarcerated program	3			
OSS/Outreach			Student Success Coordinator	2019-2020	\$95,000	Outreach/OSS Support: Salary \$85,000; Supplies/Travel \$10,000	1			
CDC	1		Extend Meal Coordinator to full time.	2018-1019	\$42,116.68 (ongoing)	Ensure all CACFP paperwork and State paperwork is completed on time and is accurate. Time to shop and create menus.	3			

CDC	1,2,3		Full Time Associate Teacher	2018-2019	\$42,116.68 (ongoing)	Run at full capacity, provide professional development opportunities for staff, higher quality of care, lower teacher: child ratio, planning time for teachers, increased continuity of care. Compliance with title 22.	2			
EMP			Dual Enrollment Coordinator	2018-2019	\$100,000	Increase enrollments out of K-12			General	
Counseling	4		Full time General Counselor (veteran/general)	2018-2019	\$125,000 (salary and benefits)	To increase the number of students we can serve	4			
Counseling	4		Part time temporary assessment staff/testing/career staff	Continue for 2017-2018	\$8,000 (approx.), no benefits at part time	Provides support to Assessment Technician and allows office to remain open when Assessment Technician needs to provide services to outlying areas	7			
Counseling	4		Student Success Support Administrative Assistant	2018-2019	\$46,863.26 (salary and benefits)	Approved, in progress	5			
Counseling	4		Evaluator	2018-2019	\$55,937.60 (salary and benefits)	Approved, in progress	1			
Residence Hall	3		Nighttime Security Officer	Aug 2019	\$61,440.92	Increased safety and security	2			
Counseling	4		Increase Travel and Professional Development Funds	2017-2021	\$8,000 per year	Increase funds to provide additional professional development opportunities (including veteran auditing process)	6			
Outreach			Professional Development Events	2018-2019	(\$3,000 (\$1,500 for current Coordinator and \$1,500 for additional	Outreach Coordinators who are more aware of the ever changing incoming student populations and	2			

					Outreach Coordinator)	their challenges and who are better able to assist potential students				
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STUDENT SERVICES PRIORITIZATION PROPOSAL FROM FMP 2019-2020 (recommended in priority order)

Source	Strategic Goal	Line Item	Planning Agenda Item(s)	Implementation Timeframe	Estimated Cost	Expected Outcome	Unit Priority	Area Priority	Funding Source	Notes
CalWORs			Lactation rooms on campus	Spring 2019	Need space (cost 0) Small refrigerator (\$100) Minor repairs to space (\$200)	Meet current educational code and state laws Education Code Section 222 222. (a) A school operated by a school district or a county office of education, the California School for the Deaf, the California School for the Blind, and a charter school shall provide reasonable accommodations to a lactating pupil on a school campus to express breast milk, breast-feed an infant child, or address other needs related to breast-feeding. Reasonable accommodations under this section include, but are not limited to, all of the following: (1) Access to a private and secure room, other than a restroom, to express breast milk or breast-feed an infant child. (2) Permission to bring onto a school campus a breast pump and any other equipment used to express breast milk. (3) Access to a power source for a breast pump or any other equipment used to express breast milk. (4) Access to a place to store expressed breast milk safely.	4			
CalWORs			ADA compliant doors (bathrooms, office, etc.)	Spring 2019	\$100,000	Access for all students	1			
EOPS			Improved ADA parking	Spring 19 and ongoing	\$5,000	Access for all students no matter ability. ADA compliance.	1			
Residence Hall	3		Backup Generator	Aug-19	\$200,000	Safety and security during power outages	10			

CDC	1		Child proof blinds in all classrooms	2018-2019	\$2,500 (one time)	Compliance with CDOE Health and Safety, better environment for the children.	1			
CDC	1		Privacy Fencing around playground	ASAP	\$8,000 (one time)	Provide a visual barrier between children and the public.	2			
CalWORKS			Diaper Changing Stations in each building	December 2018	\$500.00	Create family friendly environment	3			
Student Services	3		Restructure Student Services: Relocated Transfer/ Career Center (\$56,000); Increase Counseling Dept Space (no cost to relocate); Restructure A&R (\$20,000); Restructure Financial Aid (\$20,000)	2019-2020	\$96,000	Move Assessment Technician and Transfer Center work space utilization to new location; Computer chairs for testers- assessment (requested in 2012 NIPR, but have increased from 6 testing seats to 10 to accommodate the transition to include career component); FA & Admissions: Safety, Confidentiality and better serve our students				
FA & Admissions			Office Furniture & Chairs	2019-2020	\$14,000		2			
EOPS			Adequate air conditioning	Fall 2019	\$150,000 to install condenser in CA	Safe and effective environment for students and staff for learning and work	3			
CDC	1,4		Replace changing tables x4	ASAP	\$4,500 (one time)	Better quality of equipment, safer for children when being dressed or changed.	3			
CDC	1		New carpet in all child classrooms	2018-2019	\$15,000	Provide cleaner, healthier environment for children.	4			
EOPS			Power Outlets & Data ports	Spring 19	In-kind – maintenance	Full use of office areas and student spaces – install equipment for information kiosks	2			

EOPS			Running Water/sink	Fall 2019	\$5,000	Hand washing station for health and safety as well as access for safe food handling	5			
Counseling	3		Office equipment for Behavioral Health Counselor	2017-2018	\$1,500	Work space utilization	3			
Residence Hall	3		Resurface basketball court behind dorm	Aug-19	\$8,000	Increased opportunity for activity	15		Get price from Greg	
Counseling	4		Career/Transfer Center new location	2019-2020	\$20,000	We hope to simply move the Transfer and Career (formerly Assessment office) to an existing location on campus	6			
Residence Hall	3		Completion of Residence Hall Lounge	Aug-19	\$30,000	Better Living environment	1			
EOPS			Secured storage	Nov 2018	None	Adequate space for tools and equipment	4			
Residence Hall	4		Mailroom in Residence Hall	Aug-19	\$20,000	Better Living Environment	2			
Residence Hall	3		Air Conditioning	Aug-19	\$7,140	Better living Accommodations	3		Find out more info	
Residence Hall	4		New desks and chairs	Aug-19	\$47,628	Better working environment	4			
Residence Hall	3		New Dressers	Aug 2019	\$33,000	Better living Accommodations	5			
Residence Hall	3		Proxy card keylocks	Aug-19	\$7,800	Ensured safety and security	7			
Residence Hall	3		Completion of 113 and 115	Aug-19	\$8,000	Provide a safe and clean living environment	8			
Residence Hall	3		New Pool Table	Aug-19	\$1,999.99	Increased opportunity for activity	9			

Residence Hall	3		Completion of Laundry Room	Aug-19	\$1,000	Better Living Environment	11			
Residence Hall	3		Completion of public restroom in dorm	Aug-19	\$20,000	Better living environment	12			
Residence Hall	4		Computer lab in dorm	Aug-19	\$40,000	Additional Study Area	13			
Residence Hall	3		Vending machines	Aug-19	\$1,500	Other opportunities to get something to eat or drink	14			
Residence Hall	3		Backboards on Basketball court behind dorm replaced	Aug-19	\$1,600	Increased opportunity for activity	16			
Residence Hall	3		Change machine in laundry area	Aug-19	\$782	Better living accommodations	17			
Residence Hall	3		Bigger BBQs	Aug-19	\$1,300	Great for moral, and popular among residents	18			
Residence Hall	3		Windows in RA Office	Aug-19	\$5,017	Improved security and safety	19		Get info	
Residence Hall	3		Storage room for intramural and dorm equipment	Aug-19	\$10,000	Security of equipment	20			
Residence Hall	3		Fitness Room in dorm	Aug-19	\$40,000	Better Living Environment	21			
Residence Hall	3		Game Room in dorm	Aug-19	\$30,000	Better Living Environment	22			
Residence Hall	3		Buzzer system for east entrance	Aug-19	\$300	Safety and security	23			
Outreach			Relocate Outreach Department	2018-2019	\$0	Closer to Student Services	1			

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 Office365 Exchange Hybrid solution, 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, Ellucian Colleague, provides functionality in HR, Finance, and Student applications, and includes a Web self-service interface (Ellucian Portal, Student Self-Service, & WebAdvisor). The implementation of Hyland's ImageNow document imaging platform has been completed in Financial Aid, Counseling, Admissions & Records, and Human Resources being the first departments. Other departments will implement as soon as feasible. Canvas is the adopted Learning Management System (LMS) platform and is remotely hosted by Instructure. Lassen College is currently in progress of implementing Hobson's Starfish to provide early alert and ed planning solutions. At least 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. Two classrooms have been setup as distance learning classrooms that will be able to be used with other schools in Lassen County to allow students at those sites to attend classes at Lassen College.

In 2015-16 LCC implemented the first year of the Technology Replacement Plan for desktop/laptop computers, servers and network switches. This plan calls for spending \$120,000 annually (\$70,000 funded) on desktop/laptop computers, servers, and network equipment with the goal of replacing all computers and servers every 5 years and switches when needed.

In 2018-19 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., Ellucian 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 in Fall 2016.

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 Ellucian Colleague web resources, 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 2018-2019 Institutional Technology Planning Committee:

- Julie Johnston (Management) – Public Relations Officer
- David Clausen (Administration) – Vice President of Administrative Services
- Jackson Ng (Faculty) – Mathematics
- Celeste Wiser (Faculty) – Nursing
- James Kleckner (Faculty) – Digital Graphics
- Sharlene Murphy (Faculty) – Academic Resource Center
- Cathy Harrison (Classified) – Counseling
- Julie Williams (Classified) – Correspondence
- David Corley (Management) – Director of Information Technology
- Dr. Gregory South (Administration) – Vice President of Academic Services
- Patrick Walton (Administration) – Dean of Student Services
- Jake Freitas (Classified – Alt) – Information Technology
- <vacant> – Associated Student Body (ASB)

III. 2019-2024 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 Capital 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's 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. The main LCC web site has been replaced with a new design that is mobile friendly and easier to use. LCC has utilized a USDA Grant to setup 2 telepresence distance learning classrooms as well as provide equipment to 5 sites within Lassen and Modoc Counties to provide synchronous education to outlying areas.

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 campus safety and security infrastructure needs improvements in a few areas. All network equipment on campus needs to have an Uninterruptable Power Supply (UPS) supporting the power needs of network equipment allowing for at least 1 hour of equipment up time in the event of a power failure. This will allow for all phones to work during that time. Additional security cameras are needed on campus to monitor main corridors and walk ways. With the implementation of video telepresence funded through the USDA Grant it will allow for synchronized distance learning.

Institutional Technology Budget Prioritization – Staffing Proposal 2019-2020

Source	Strategic Goal	Line Item	Planning Agenda Item(s)	Implementation Time frame	Estimated Cost	Expected Outcome	Priority	Notes
	1,3		Web Master Position	2018-19	\$90,000	One person dedicated to the web needs of the college	1	
	1,3		Convert 1 Information Technology Specialist II position to an Information Technology Specialist III	2018-19	\$1,500		2	

Institutional Technology Budget Prioritization – Ongoing Expenditures Proposal 2019-2020

Source	Strategic Goal	Line Item	Planning Agenda Item(s)	Implementation Timeframe	Estimated Cost	Expected Outcome	Unit Priority	Area Priority	Funding Source	Status	Notes
2016 IT NIPR	3		Increase technology replacement budget		\$50,000	Keep current with technology and dependability	1				

Institutional Technology Budget Prioritization – One Time Expenditures Proposal 2019-2020

Source	Strategic Goal	Line Item	Planning Agenda Item(s)	Implementation Timeframe	Estimated Cost	Expected Outcome	Unit Priority	Area Priority	Funding Source	Status	Notes
Student Services + IT	2, 3, 4		Way Finding App (and Signage)	2019-20	\$200,000	To appropriately support new and continuing students.	1				

2016 IT NIPR	3		Equip all network closets with a UPS to provide at least 1 hour battery backup to support phones and fire alarm panels in the event of a power outage		\$40,000	Emergency Communication in the event of power outage.	2				
Counseling	3		Purchase 4 student computers when assessment office is moved to a larger location	2018-2019	\$4,000	Increase the number of students who can test	3				
Outreach			Purchase Contact Management Program	2018-2019	\$5,000.00	Allow for contact gathered through recruiting to be effectively managed	4				
2018 Natural Science/Mathematics IPR		11	Add a second small copier for student use in the central area of the Math-Science building *printing kiosk options – David Corley & Karissa Morehouse	2018-2019	\$4000 (ongoing)	Avoid FERPA violations and provide backup printer in the Math-Science building. Note: This is more about establishing print-on-demand kiosks than it is about Natural Science/Math.	5				

A&R	5		Printer in lobby for students	2018-2019	\$1,500	Better Serve Our Students	5				
A&R	2		Additional Scanners	2018-2020	\$6000 / \$1000	Increase Efficiency	6				
A&R	4		Computer for Microfiche	2018-2019	\$3,000	Productivity	6				
Residence Hall	3		Installation of Video surveillance cameras on North, South exterior walls & entrance to campus	19-Aug	\$25,000	Improved safety and security	7		dorm?		
Residence Hall	3		Monitor and video feed from video surveillance in RA Office	Aug 2019	\$2000	Improved safety and security	7		dorm		
OSS	4		Mobile ID Reader/Printer	2018-2019	\$5,000		8		Possibly Categorical		
Counseling	4		Career Exploration Software	2019-2020	\$6,000	Educate and prepare students for the career goal they wish to attain	9		Categorical		

Facilities Master Plan

I. FACILITIES GUIDING PRINCIPLES

The facilities at Lassen Community College (LCC) physically provide an environment where teaching and learning can flourish both inside and outside the traditional classroom and as such strongly contribute to creating a sense of place and to establishing the character and culture of its campus community. The College is dedicated to making a significant investment in its facilities and grounds to ensure that this community is well served with carefully planned and maintained spaces. By developing both traditional and innovative learning spaces the college will strive to enhance each individual's educational experience and extend its learning opportunities in ways that will engage and best serve our local community. We affirm that our facilities should support and promote the development of premier programs that make an impact on the hearts and minds of visitors, alumni, students, parents, faculty and staff. In short, our facilities should provide a safe on-campus learning experience which fosters a vibrant, diverse and integrated community.

II. PHYSICAL PARAMETERS

The main campus is located on approximately 209 acres of land with 42 structures. The various buildings amount to 252,955 gross square feet that provide 171,802 square feet of assignable floor space. A majority of programs and services are housed in buildings designed for, or appropriate to their use. In addition to classrooms, laboratories, and offices, the college also contains a 118-bed dormitory, library, cafeteria, several computer laboratories, and a large gymnasium. The campus grounds include large grass recreational fields an all-weather running track, softball facility, stables for thirty horses, a rodeo arena, and an agricultural production facility.

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 with Susanville city limits. The college also has approximately 160 acres of forest property between Eagle Lake and Hwy 44, and approximately 307 acres of land in Herlong adjacent the Sierra Army Depot.

III. FACILITIES PLANNING COMMITTEE

Committee is charged to:

- Recommend construction and modification of District facilities, assets, and properties and the repurposing of assignable square footage
- Recommend sequencing and priority of large district renovation and construction project
- Develop, review and adjust facilities planning documents

The mission of both the Facilities Department and Planning Committee is to ensure a safe, effective and inspiring physical environment that supports and enhances the instructional mission outlined within the Comprehensive Strategic Master Plan. To successfully implement the necessary Capital Improvement Plans, all facility decisions should meet with the approved campus standards and objectives, and further consider the aspects of safety, security, functionality, aesthetics, budgetary constraints, operational efficiency, accommodation of technological advancements, and response to legislative and environmental impacts.

The following individuals serve as members of the 2019-2020 Facilities Master Planning Committee:

- Dave Clausen - (Administration)
- Karissa Morehouse – (Administration)
- Dr. Albertson- (Administration)
- Greg Collins - (Classified Management, Committee chair)
- Patrick Clancy - (Classified)
- Karen Clancy - (Classified)
- Christopher Baker - (Faculty)
- John Martin - (Faculty)
- Tom Rogers - (Faculty)
- Francis Beaujon- (Management)
- Carol Growden- (Management)

IV. 2019-2023 FACILITIES ENCOMPASSING ELEMENTS

The facilities master plan articulates a method of supporting the facility needs of the campus community. The following five encompassing elements; Professional Development, Facility Standards, Facility Planning, Outreach, and Operations, provide both direction and verification, in meeting our strategic goals.

The guiding principles seek to support other planning efforts respond to needs identified in the instructional program review process, and implement the college’s mission.

Element I. Professional Development

The Facility Department supports continuing education and training for its staff within their various fields of expertise. Safety training is essential and testing is renewed annually. Cross training between disciplines through the mentoring method of pairing staff together into teams is encouraged so that campus services can be delivered efficiently. Development of a professional and versatile crew is linked to our continued success.

Element II. Facility Standards

The Facilities Department and Planning Committee have outlined nine key standards and objectives that guide campus development (see Appendix ‘A’).

1. Standard One - Continuity & Aesthetics: Develop and enhance a campus environment that reinforces the college mission and its accompanying strategic and comprehensive master plan.
2. Standard Two - Utilization: Develop facilities and grounds that provide for effective

learning environments that are appropriate to the discipline and responsive to evolving methodologies for instruction.

3. Standard Three -Quality: Improve the quality of campus facilities, resources and overall environment through a commitment to planning, design principles, standards and strategies.
4. Standard Four - Health & Safety: Develop both the physical environment and administrative procedures to provide and maintain a safe and healthy work environment for the campus community.
5. Standard Five - Identity & Uniformity: Enhance the image of the college by promoting the development of a functional and attractive campus that reflects its local and regional importance.
6. Standard Six - Accessibility & Usefulness: Unify and integrate development to enhance the quality of life on the main campus and strengthen linkages between this academic site and the surrounding community.
7. Standard Seven - Efficiency and Capacity: Ensure optimal use of campus facilities and resources in accommodating growth or reduction in enrollment and college programs.
8. Standard Eight - Environmental Concerns: Develop facilities and programs on campus reflecting the best practices of sustainability and ecological sensitivity.
9. Standard Nine - Management & Service: Provide facilities management services that properly prioritize and coordinate planning, development, maintenance and custodial requirements that serve the common good of the campus community.

Element III. Facility Planning

All campus facilities planning and physical development shall be implemented in a formal and systematic method where the basis of decision-making is a transparent collaborative process involving input from all constituencies and shall gain the inherent benefits afforded within a consistent, predictable review and approval system. Our goal is to achieve planning and architectural excellence through careful consideration of all contributing factors, which may include; institutional/academic prioritization, functionality, aesthetics, economic feasibility, environmental impact, health & safety, constructability, code compliance, operational utilization, efficiency and technology. One of the primary principles guiding our master plan is the dedication to expanding or restructuring the physical infrastructure of the campus to support learning environments that are based upon instructional approaches and student services known to increase learning and educational effectiveness.

Our desire is to maintain and enhance the character and use of the campus by improving its facilities. Planning strategies will include the development and maintenance of safe and healthy work environments for all employees and visitors and will further advance modernized equally accessible accommodations. Furthermore, planning will promote design principles that sensitively incorporate sustainable and environmental initiatives and that adhere to a core set of architectural standards, used to establish

and pronounce a campus identity and promote a sense of place. All facility plans should, in response to the future need for change, philosophically incorporate the cost effective concept of flexibility within their designs. Cost of Ownership planning models should also be utilized to establish the desired level of performance for site and building components.

Element IV. Outreach

It is important to increase our outreach opportunities both within and outside the traditional confines of the physical campus. Facilities with flexible up-to-date resources provide increased multiple use advantages. Design pursuits should be coordinated to identify and showcase the colleges' unique academic offerings and in addition innovatively celebrate our regional arts, traditions and culture. Paramount to our success in these pursuits is the need to identify and secure available funding.

The College will evaluate the potential of underused campus lands and resources to both help support and enrich campus life and to identify opportunities for mutual sharing of facilities with business and other educational institutions and public agencies. We seek to further our tradition of responsible partnerships and cooperative use within the local community and to encourage our student and staff participation in local events and use of surrounding natural resources. As physical master planning efforts are conducted input from the local populous is critical in shaping a college that responds to the needs of the community. One example of this is our continued coordination with local government agencies that is required to determine the level of services the College will provide in the event of emergencies.

Outreach measures on campus should be reflected in our programs and their supporting facilities which foster a safe inclusive multi-cultural environment. Facilities should support a welcoming atmosphere that creates and maintains space for informal learning and socialization; a physical environment, which promotes and supports increased student-faculty interaction. Accessibility for campus visitors should be facilitated by creating a comprehensive and easily understandable navigational/way-finding system.

Utility infrastructure amendments are required to sustain electronic communication and support our increasing dependence upon information technology. Plans to increase service delivery inside and outside the classroom and to incorporate the use of distance learning technologies will allow the campus to expand its educational opportunities to remote locations.

Element V. Operations

Operations are to develop and maintain facilities and grounds in a safe and healthy manner that comply with current codes, standards and regulations outlined within federal, state and local jurisdictions. The Facilities Department will in the course of its duties continue to assist in identifying and advocating for policies that promote a safe and healthy environment.

Prioritization of all work will be consistent with methodologies outlined in the Facilities Master Plan and the annual listing of projects selected within the budgeting process and approved by the President. Depending on project complexities and programing requirements the appropriate documents, funding and planning schedules will be reviewed and submitted for approval prior to

being implemented. Standard preventative and predictive maintenance, repairs and work-orders should be coordinated to occur in a timely fashion and be of minimal disruption. Regular building inspections consistent with IIPP directives and reports obtained from outside agencies and insurance companies will be analyzed for safety concerns and presented to the Safety Committee for their support in prioritization. The Safety Task Force will, as outlined in the Chancellors Office memorandum, help to establish and coordinate the appropriate campus-wide emergency drills with local fire and law enforcement agencies.

IV. FACILITIES DEPARTMENT

Departmental Philosophy:

The Lassen Community College District's, Facilities Planning Maintenance and Operations Department is comprised of a distinctive group of qualified individuals who seek "facilities excellence" by providing a first-rate quality product in an environment centered on teamwork, professionalism and satisfied customer service. The department will, as part of their pursuit of operational excellence, strive to cultivate a culture of accountability that includes maintaining industry standards for best practices while maintaining an open collegial means of communication that fosters collaboration and community.

To operate with distinction and professionally manage this undertaking the Facilities Department is dedicated to the following values:

- We value a team based approach to customer service
- We strive to provide accurate and timely responses to requests for information and services
- We treat customers and co-workers with courtesy and respect
- We will continue to deliver innovative and reliable services based on best practices and which support the common good
- We seek to demonstrate integrity in all that we do
- We value a quality based product provided in a cost efficient manner that meets with the established facility standards and objectives

Departments Current Personnel:

The Director of Facilities is responsible for the planning and management of the physical plant. The Maintenance and Operations staff consists of one administrative assistant, six maintenance specialists; one full-time custodial/security manager, and four full-time custodians.

Facilities Staffing Proposal 2019-20 (recommended staffing positions in priority order):

Source	Strategic Goal	Line Item	Planning Agenda Item(s)	Implementation Time Frame	Estimated Cost	Expected Outcome	Unit Priority	Area Priority	Funding Source
2018-2023 Facilities NIPR	1,3,4	1	Maintenance Specialist II – Ag/Athletics	2019-2020	\$69,196.25	Increased basic health and safety services			
2018-2023 Facilities NIPR	1,3,4	2	Maintenance Custodian	2019-2020	\$60,776.32	Increased basic health and safety services			
2018-2023 Facilities NIPR	1,3,4	3	Maintenance Specialist IV – Multi-Trade	2019-2020	\$82,573.74	Increased basic health and safety services			
2018-2023 Facilities NIPR	1,3,4	4	Maintenance Specialist II	2020-2021	\$69,196.25	Increased basic health and safety services			

V. CAMPUS-WIDE FACILITY NEEDS:

Basic methodology employed for Faculties Planning Committee prioritization as follows; (See Appendix C for more detail)

- 1. Liability Purposes (L1):** special matters requiring early attention to remove jeopardy through life- safety, property damage, regulatory, or court-ordered actions. This may also include projects (w/ no redundancy) that should they fail would create critical set of circumstances and potential liability exposure.
- 2. Program and Operational Purposes (L2):** actions necessary to support an organizations mission and meet operational requirements. These are established within the campus master planning process and further outlined in the Comprehensive Master Plan (CMP). Various other documents such as the Instructional Program Review (IPR) and Non-Instructional Program Review (NIPR) and studies such as the Chancellors Facility Assessment Report help to inform and refine this level of priority.
- 3. Economy and Efficiency Purposes (L3):** projects that also support program and operational objectives but deserve special attention because they will result in immediate or eventual cost savings.

FACILITIES PLANNING COMMITTEE STANDARDS AND OBJECTIVES

Standard One - Continuity & Aesthetics: *Develop and enhance a campus environment that reinforces the college mission and its accompanying strategic and comprehensive master plan.*

- Develop a cohesive and flexible master plan that graphically establishes the framework for current and long-term college growth. This physical master plan, amended annually, will represent the goals outlined within the colleges accompanying Strategic and Comprehensive Institutional Master Plan.
- Establish a sense of place by promoting a coherent and consistent system of building and open space standards.
- Develop and renovate parking areas that combine convenience, sustainably and landscaping within an effective vehicular and pedestrian service network.
- Acknowledge existing architectural style and utilize it as a reference and influence in the design of new structures.
- Set a clear and consistent vision for the college's image and reputation among the key constituencies of the college and establish a dramatic and memorable visual identity for the campus.

Standard Two -Utilization: *Develop facilities and grounds that provide for effective learning environments that are appropriate to the discipline and responsive to evolving methodologies for instruction.*

- Strengthen and expand the physical infrastructure to support learning environments based upon instructional approaches and student services known to increase learning and educational effectiveness.
- Recognizing that learning occurs within and outside the traditional classroom setting, create places or modify existing space to encourage impromptu meetings and facilitate conversation.
- Establish and monitor the acceptable use and capacity for all buildings and for each of their internal spaces.
- Create breakout Study/Teaching spaces (separate from the learning center) where students can practice presentations using technology or receive immediate tutoring assistance.
- Provide flexible up to date resources in classrooms including, but not limited to -furniture, desks, tables, whiteboards, screens and other technological capabilities.
- Improve classroom acoustics, lighting, ventilation, air conditioning and temperature control systems.
- Provide programming to identify the top priorities for the use of space (such as needs directly related to credit hour activity).

Standard Three -Quality: *Improve the quality of campus facilities, resources and overall environment through a commitment to planning, design principles, standards and strategies*

- Provide seamless architectural and open space connections by improving the existing walks, plazas, landscaped areas and architectural details that reinforce visual and physical connections.
- Create design guidelines for all architecture, landscape, utility infrastructure, furniture, fixtures and equipment to enhance a sense of cohesiveness on the campus.
- Enhance and or define buildings and their entrances with the addition of vestibules, patios, walkways, signage, lighting, furnishings and landscaping.
- Establish desired level of life cycle performance for site and building components to set cost of ownership funding parameters.

Standard Four –Health & Safety: *Develop both the physical environment and administrative procedures to provide and maintain a safe and healthy work environment for the campus community.*

- Establish a schedule for eliminating deficiencies related to current standards.
- Ensure building construction is in compliance with the "Field Act" and certified with the Department of the State Architect (DSA).
- Enhance pedestrian connections between parking lots, buildings and within open space areas to create safe and well-lit routes.
- Improve safety associated with vehicular/pedestrian conflict points by creating new walks along roadway routes, improving signage, installation of speed control devices, gates and bollards.
- Design and install a secondary vehicular emergency access and delivery system to campus that does not conflict with major pedestrian routes.
- Design and retrofit all pedestrian circulation routes for equal accessibility as defined by the American Disabilities Act (ADA).
- Extend the pedestrian circulation system to include fitness walking trails suited to a variety of capabilities.
- Improve safe and direct access to evening destinations and provide emergency phones at key locations and improve cell phone coverage on campus.
- Develop and maintain a safe and healthy campus operation of Facilities, equipment and handling of products will comply with all federal, state and local standards and regulations.
- Identify with the assistance of the Safety Committee various areas of concern and develop and implement corrective actions that will reduce incident rates, property loss, and worker's compensation costs.
- Assist in identifying and advocating for policies that promote a safe and healthy environment (alcohol & tobacco prohibition, traffic control etc.).

Standard Five - Identity & Uniformity: *Enhance the image of the college by promoting the development of a functional and attractive campus that reflects its local and regional importance.*

- Provide specifications that introduce a palette of materials for elements such as lights, site furnishings and landscaping that can be interchangeably used to reinforce uniformity and identity.
- Incorporate branding elements that develop an image and appearance for campus respectful of its heritage yet responsive to its future growth and ideals.
 - Create a clearly recognizable and welcoming main campus entrance that features identifiable architectural elements (artwork & landscape) and implements a fully coordinated way-finding system of lighting and signage.
 - Continue to unify the appearance of campus through consistency in design.
 - Incorporate into the campus planning a centralizing design structure (clock/information tower), which physically defines the college commons area and serves as a common identifiable source of orientation for visitors to campus.
 - Coordinate design pursuits to identify and showcase various departments and the college's unique academic offerings. (Athletics, Agriculture, Creative Arts, Trades, Gunsmithing, Nursing, etc.)
 - To use innovative methods, celebrate regional arts and culture throughout campus.

Standard Six -Accessibility & Usefulness: *Unify and integrate development to enhance the quality of life on the main campus and strengthen linkages between this academic and surrounding community.*

- Define uses that have, or will have similar programmatic affinities and locate these spaces in a manner that builds community and enriches student life opportunities.
- Maintain and enhance the accessible character and use of the campus by preserving and improving open space

areas, incorporating sustainably influenced green space around buildings and utilizing design principles that sensitively respond to the pedestrian experience.

- Design outdoor structures and open spaces for equal access that ergonomically encourage spaces for individual and group study.
- Create more recreational options such as a fitness/wellness facility (Fieldhouse), walking or hiking trails, exercise courses, sport fields, and social areas such as staff and faculty lounges, courtyards, horseshoe pits etc. that engage the campus community.
- Improve the layout of existing public service spaces to reduce delays and improve access.
- Provide adequate and convenient parking for those with disabilities.
- Ensure all new construction and major remodels include barrier free access and that building schedules respect academic calendared needs.
- Ensure easy access for campus visitors by creating a comprehensive and easily understandable navigational/way-finding system that includes mapping, building identification, directional and regulatory signage throughout campus and on roads near campus.
- Identify opportunities to mutually share facilities with business and other educational and public agencies; amending facilities to allow for responsible partnerships and cooperative use agreements.
- Facilities should adhere to a core set of architectural standards that will build our identity across the entire campus.
- Renovate residential hall to take into consideration the expansion of lifestyle opportunities by adding social-study and recreational spaces.
- Define areas of improvement to mitigate hazards created by winter weather. Support a welcoming atmosphere that maintains facilities and creates spaces for informal learning and socialization; a physical environment, which promotes and supports increased student-faculty interaction.

Standard Seven-Efficiency and Capacity: *Ensure optimal use of campus facilities and resources in accommodating growth or reduction in enrollment and college programs.*

- Create the potential for built-in flexibility within the facilities to cost effectively meet the future need for change.
- Identify spaces on and off campus that can be used as temporary accommodation space during times of facility development to minimize costs and impacts upon campus community.
- Accommodate targeted enrollments and be consistent with approved maximum utilization ratios.
- In response to decreased operational funding, implement scheduled routine maintenance programs, which extend the useful life of all buildings and prevent premature capital outlay for replacement. Increase utilization of existing facilities by identifying possible shared use opportunities.
- Improve the performance and capacity of campus infrastructure systems to satisfy projected needs.
- Evaluate the potential of underused campus lands and resources to support and enrich campus life.
- Design into facilities equipment failsafe's or redundancies that safeguard against operational disruption and provide emergency preparedness.
- Continue to utilize electronic communications technology to increase teaching and service delivery in the classroom and the use of distance learning opportunities at remote sites to reduce the need for campus space.
- Remove redundant elements.

Standard Eight-Environmental Concerns: *Develop facilities and programs on campus reflecting the best practices of sustainability and ecological sensitivity.*

- Locate and design new facilities to take full advantage of energy conservation and sustainable materials, systems and practices.
- Maintain and enhance waste recycling programs throughout the campus.
- Develop an emergency response plan that addresses water shortages.
- Utilize environmentally responsible design and construction in all new and renovation projects, through the deliberate effort of achieving "LEED" certification (environmental industry standard) or its equivalent

sustainability standard.

- Utilize a variety of durable native plant materials that will flourish with minimal maintenance, paired with an overall landscape environmental management plan that focuses on water conservation measures.
- Design and renovate spaces to allow for efficient penetration of natural light.
- Strive to reduce the overall campus' carbon footprint and energy consumption while increasing sustainable design initiatives.
- Maintain and renovate facilities to achieve optimal energy efficiencies.
- Provide adequate bus stops and shelters to encourage public transit.
- Where possible, implement Light Imprint guidelines (C-3 requirements) for storm water management to minimize runoff.
- Implement sustainable design strategies for new buildings, renovations of or additions to existing buildings and as appropriate throughout campus to reduce energy consumption.
- Implement sustainable construction compliance as outlined by the United States Building Council(USGBC) to reduce inefficient resource utilization.
- Add metering devices to effectively monitor effectiveness of environmental programs.
- Implement other sustainable measures, design techniques and environmentally responsible operations with regard to advancing policies that demonstrate leadership in water use reduction, lighting, motion sensor controls, heating and cooling, landscaping and which help to reduce energy usage and the preservation of natural resources.

Standard Nine - Management & Service: *Provide facilities management services that properly prioritize and coordinate planning, development, maintenance and custodial requirements that serve the common good of the campus community.*

- Identify and implement approved five-year construction plans and scheduled maintenance projects for the campus facilities that correspond to priorities set by the college and available funding.
- Facility's Department will provide ongoing campus-wide inspections of buildings, grounds, and utility infrastructure as per regulation and as necessary to ensure both operational efficiencies along with health and safety requirements are met.
- Facility's Department will diligently mitigate any unsafe conditions or work practices through corrective action, education, training and enforcement.
- Facilities funding should be distributed in such a way that balances the needs of all constituents over time and supports the Strategic Plan.
- Facility management procedures inherent in the development of projects require transparency with clear and accurate reporting of information to control agencies and community bodies in order to appropriately demonstrate wise and efficient use of public funds.
- Management entails adherence to all applicable regulations and procedures and developing positive, trustworthy business relationships at all levels.
- Facilities Planning Maintenance and Operations Department shall maintain documentation on the use and capacity of all facilities within the Space Inventory Report.
- Facilities Services will be good stewards of all resources entrusted to their care and will utilize them in the most efficient and economic manner possible.
- Provide a safe, well maintained and visually pleasing campus grounds and exterior campus environment.
- Provide for safe, energy efficient, clean, and well-maintained interior environments that contribute to the success of the users.
- Facilities Services will comply with all internal and external controls, statutes, regulations and reporting methods.
- Provide for and continuously improve the process for the delivery of building maintenance, utility services, and skilled trades to meet the facility needs.

FACILITIES PROJECTS: TYPES AND PRIORITIZATION

A. Following are general descriptions of the types of facility improvement projects overseen by Facilities Planning and Management. (In typical order of importance). Each of the project types will require a different prioritization process to ensure equitable distribution of resources.

- 1. Emergency Projects** –At times certain work becomes immediately necessary for various reasons.

Prioritization:

With the endorsement of a Vice President should be forwarded to the Director of Facilities for immediate action. Other high priority projects that develop and require completion outside the regular planning cycle may be submitted to the President's Cabinet as an immediate needs request by any of the Vice Presidents.

- 2. Health and Safety** –A Health and Safety project is required to mitigate a potentially serious threat to the health and safety of the campus community. Include projects identified by the Safety Committee or within the IIPP or CHP. These also include code compliancy and sustainability projects that focus on providing environmentally healthy Green building initiatives, Co2 reduction etc.

Prioritization:

Potential threats to the health and safety of the campus environment that may require modifications or improvements to facilities will be forwarded for review by the Safety Committee .The Health and Safety Committee should review the information provided and make a recommendation to the Director of Facilities and the Vice President of Administrative Services regarding the urgency of the issue. The Facilities Department will make recommendation as to the approach that should be taken in mitigating this concern.

- 3. Repair Projects** –The goal of a repair project is to correct operational deficiencies in existing facilities or equipment.

Prioritization:

Since repair projects typically deal with equipment or systems that have already failed, requestors may self-designate the work requests as low, medium or high priority. The Director of Facilities will review the work requests with staff and may adjust the priority in consideration of all other active work requests. Staff will then complete the work high priority to low priority on a first-in first-out basis.

- 4. Standard General Maintenance Projects** – Predictive & Preventative maintenance. Project_standard operational duties; maintain uninterrupted appropriate use of facilities, inspections and preventative measures.

- 5. Scheduled Maintenance Projects** –Scheduled maintenance projects modify, upgrade or replace building and infrastructure components or systems that have reached the end of their useful life. Sometimes referred to as Special Repairs Programs and replacement projects, these tend to be more complex, expensive and larger than the routine repairs. They enhance the useful life of an existing building through minor non-recurring repair and maintenance of facilities. Projects support funding philosophy of correcting and avoiding

health and safety hazards, maintaining environments conducive to learning, and improving long-term cost effectiveness of facility operations. Scope may require the use of outside contractors. The Scheduled Maintenance Budget is submitted annually (in Fusion format) to the Facility Planning Unit at the State Chancellor's Office.

Prioritization:

Since repair projects typically deal with equipment or systems that have already failed, requestors may self-designate the work requests as low, medium or high priority. The Director of Facilities will review the work requests with staff and may adjust the priority in consideration of all other active work requests. Staff will then complete the work high priority to low priority on a first-in first-out basis.

6. **Instructional Support Projects** – These are state funded support projects that are similar to Scheduled Maintenance Projects (Fusion based five year reporting), which assist districts with their ever growing, need for instructional equipment, library materials and technology. This fund is not for instructional supplies.

Prioritization

To ensure that instructional equipment and furnishings meet all the academic needs these projects require a team level approach in establishing their prioritization. The state requires a five-year funding model using the existing Fusion software format. The Facilities Planning Committee (FPC) should review and amend this document annually and then forward to the President's Cabinet and Consultation Counsel for final approval prior to sending to the Facility Planning Unit at the Chancellors' Office.

7. **Alteration Projects** – This type of project meets the needs of the campus community for additions or modification of equipment or facilities at the room level.

Prioritization:

Since resources for these projects are typically very limited, a formal process to prioritize the work is necessary. Projects will be reviewed first at the team level, and then prioritized by the Facilities Planning Committee, which will routinely forward them to the President's Cabinet and Consultation Counsel for approval, subject to available funds.

8. **Infrastructure Improvement Projects** – Infrastructure improvement projects are necessary to increase the capacity of access, life safety, and utility systems to support growth or the addition of a new facility.

Prioritization:

The Facilities Management Department maintains a list of these projects and prioritizes them according to the return on investment, level of urgency, access to the site, complexity and availability of project management and financial resources. The prioritized list is updated bi-annually and reviewed by the Facilities Planning Committee and approved by the President's Cabinet.

9. **Energy Projects** – Energy conservation projects seek to improve existing systems to reduce consumption and create energy cost savings over time.

Prioritization

The Facilities Management Department maintains a list of these projects and prioritizes them according to the return on investment, level of urgency, access to the site, complexity and availability of project management and financial resources. The prioritized list is updated bi-annually and reviewed by the Facilities Planning Committee and approved by the President's Cabinet.

- 10. Minor Capital Projects** – Minor Capital projects are similar to alteration projects but are larger in scope and may require formal DSA notification and or plan check and inspections. A remodel of several rooms would generally be considered a minor capital project. They often involve adapting spaces (expansion or renovation) for new use in response to supporting current academic programming pursuits (IPR & NIPR).

Prioritization

Since resources for these projects are typically very limited, a formal process to prioritize the work is necessary. Projects will be reviewed first at the team level, and then prioritized by the Facilities Planning Committee, which will routinely forward them to the President's Cabinet and Consultation Counsel for approval, subject to available funds.

- 11. Major Capital Projects** – Major Capital projects are those identified in the facilities master plan, such as new buildings, the major modernization of an entire facility, or the significant expansion of an existing facility.

Prioritization:

Major Capital Projects are prioritized through the Facilities Master Planning process, utilizing educational master plan data, and in logical order to minimize costs and impact to the operation of the campus. The Facilities Master Plan (FMP) will be developed and updated every five to seven years depending upon available project funding and in response to changes to educational planning and campus needs. A five-year Capital Outlay Plan typically accompanies the FMP to assist in fiscal planning.

- 12. Special Projects** – Special projects are those, which typically have particular programming requirements or specific constraints that effect budget, schedule and management.

Prioritization:

Since these projects may be generated from a variety of sources they must have the endorsement of a Vice President and the approval of the President's Cabinet and the Consultation Counsel.

FACILITIES PRIORITY METHODOLOGY

(3 category groupings for projects vs.listing by order)

PRIORITY LEVEL I (L1)

1. **Life Safety and Legal Compliance:**
 - Hazardous life safety building or site conditions that jeopardize people, programs, equipment: unless corrected will cause suspension of facilities use.
 - Repairs; renovation, and improvements required for immediate compliance with local, state, and federal agencies.
2. **Damage or deterioration to facilities:**
 - Repairs, renovations, and improvements to facilities that unless corrected will lead to a loss of facility.
3. **Cost-effective Measures:**
 - Repairs, renovations, and improvements required preventing serious facilities deterioration and significantly higher labor costs if not immediately corrected.
 - Energy conservation to reduce consumption with a rapid return on investment.

PRIORITY LEVEL II (L2)

1. **Mission Support:**
 - Actions required for functional activities.
2. **Delayed Priority Level 1:**
 - Repairs and renovation less compelling than priority I.
3. **Deferred Maintenance:**
 - Deferral of repairs or renovations that will lead to major damage to a facilities and loss of use, hamper program activities, or affected economies of operations.

PRIORITY LEVEL III (L3)

1. **Delayed Deferred Maintenance:**
 - Repairs, renovations, and improvements that can be postponed
2. **Anticipating Actions:**
 - Actions carried out in anticipation of longer-range development including land acquisition, infrastructure elements, and advance planning for capital projects.
3. **Reduction in scope:**
 - Modify scope to a smaller scale or consolidate with other project(s).
4. **Project Completion:**
 - Building or site improvements uncompleted because of inadequate funding or other reasons. Improvements are necessary for proper functioning, economic maintenance, and suitable appearance of new construction.

Note:

There are other intangible factors that do not readily lend themselves to categories but should be considered when making priority-funding decisions. For example, faculty and staff morale make a positive contribution to overall productivity and can be influenced by sufficient space and properly functioning, well-furnished and well-equipped, attractive, and well-maintained facilities. Faculty, staff and student recruitment and retention are similarly affected by the physical appearance of facilities and the architectural qualities of buildings and site aesthetics.

In addition, when reviewing all projects, opportunities should be analyzed to "package" several of these together for economies of scale. For example, roofing repairs and floor covering repairs and replacement on several buildings are commonly grouped together into a single project to allow for lower unit pricing.

In, the final analysis, selection of priorities by management is based on the relative weight given to the protection of plant assets, possible fiscal instability caused by postponing deferred maintenance or energy conservation measures, the visual image of the institution, and the risk of erosion to the function and quality of environment.

SCHEDULED MAINTENANCE- FIVE YEAR PLAN 2019- 2024

Fiscal Year 2019-2020

Project	State Funds	Local Funds	Est. Repair/ Replacement Cost
Repair& Replace cracked and failing walkways (Main Entry & Circle Drive)	\$200,000		\$200,000
Emergency Signage	\$20,000		\$20,000

Fiscal Year 2020-2021

Project	State Funds	Local Funds	Est. Repair/ Replacement Cost
Replace Electrical Distribution #3 GFIC Breaker	\$80,000		\$80,000
Reground Electrical Equipment @ Building	\$20,000		\$20,000
Replace Sports Complex Electrical Panels	\$30,000		\$30,000
Repaint soffits at Gym	\$10,000		\$10,000
Sport Complex Flat Roof	\$60,000		\$60,000

Fiscal Year 2021-2022

Project	State Funds	Local Funds	Est. Repair/ Replacement Cost
Replace Roadways (Phase 1)	\$50,000		\$50,000
Vo-Tech ADA Access Landing conflict	\$60,000		\$60,000
Replace Ceiling Tile & Lighting at Gym Lobby	\$10,000		\$10,000
Replace HVAC Compressors (Phase 1)	\$20,000		\$20,000
Underground High Volt Cable (Phase 1)	\$50,000		\$50,000

Fiscal Year 2022-2023

Project	State Funds	Local Funds	Est. Repair/ Replacement Cost
New ADA complaint showers in Sports Complex	\$80,000		\$80,000
Repaint Sports Complex Shower Rooms	\$30,000		\$30,000
Repaint the Humanities building interior	\$30,000		\$30,000
Replace Math/Science Floor Coverings	\$50,000		\$50,000
Repaint Math/Science Interior Walls	\$20,000		\$20,000

Miscellaneous & Campus-Wide Projects (Not Prioritized)

Project	State Funds	Local Funds	Est. Repair/ Replacement Cost
Replace the Cafeteria w/new metal roof & insulation		\$200,000	\$200,000
Replace Sports Complex flat roof	\$60,800		\$60,800
Replace Boardroom w/new metal roof & insulation	\$95,000		\$95,000
Replace the Maintenance & Receiving metal roof	\$200,000		\$200,000
Residence Hall Back-up Generator	\$300,000		\$300,000
Remove Propane Tanks		\$5,000	\$5,000
Replace Underground High Voltage Cables (14KV) Campus Wide (4 Phases (\$50,000 each year)	\$200,000		\$200,000
Replace Creative Arts Motor Control Center	\$45,000		\$45,000
Replace Sports Complex Motor Control Center	\$64,800		\$64,800
Electrical to CoGen	\$60,000		\$60,000
Construct Utility Catwalk & Repair Exhaust Fans at Sports Complex		\$60,000	\$60,000
Replace water heaters	\$5,000		\$5,000

Replace HVAC air compressors W/standalone units (campus wide, phase II)	\$25,000		\$25,000
Replace HVAC air compressors W/standalone units (campus wide, phase III)	\$25,000		\$25,000
Replace HVAC air compressors W/standalone units (campus wide, phase IV)	\$25,000		\$25,000
Replace Environmental Digital Control System (System phase I)	\$110,000		\$110,000
Replace Environmental Digital Control System phase II	\$240,000		\$240,000
Replace Environmental Digital Control System phase III	\$320,000		\$320,000
Potholes Crack Seals repair Campus wide (Annual Minimum Budget)	\$25,000		\$25,000
Repaint Eaves at Humanities Bldg.	\$10,000		\$10,000
Repaint Ag, Trades, and Softball out building exteriors	\$12,688		\$12,688
Dorm room Fire rated Doors (Phase One First Floor)	\$45,000		\$45,000
Repair& Replace cracked and failing walkways (Main Entry & Circle Drive)	\$200,000		\$200,000
Replace Electrical Distribution #3 GFIC Breaker	\$80,000		\$80,000
Reground Electrical Equipment @ Building	\$20,000		\$20,000
Replace Sports Complex Electrical Panels	\$30,000		\$30,000
Repaint soffits at Gym	\$10,000		\$10,000
Sport Complex Flat Roof	\$60,000		\$60,000
Replace Roadways (Phase 1)	\$50,000		\$50,000
Vo-Tech ADA Access Landing conflict	\$60,000		\$60,000
Replace Ceiling Tile & Lighting at Gym Lobby	\$10,000		\$10,000
Replace HVAC Compressors (Phase 1)	\$20,000		\$20,000
Project	State Funds	Local Funds	Est. Repair/ Replacement Cost
Underground High Volt Cable (Phase 1)	\$50,000		\$50,000
New ADA complaint showers in Sports Complex	\$80,000		\$80,000
Repaint Sports Complex Shower Rooms	\$30,000		\$30,000
Repaint the Humanities building interior	\$30,000		\$30,000
Replace Math/Science Floor Coverings	\$50,000		\$50,000
Repaint Math/Science Interior Walls	\$20,000		\$20,000
Accessible bathroom for students & staff (automatic door opener)		\$80,000 (Categorical & General)	\$80,000
Lactation room with privacy electrical outlet, comfortable chair and small table	\$80,000		\$80,000
Privacy Fencing around playground	\$80,000		\$80,000
DSPS Remodel	\$100,000		\$100,000
Veteran's Resource Center	\$10,000		\$10,000
Replace Carpet in CDC classrooms	TBD		TBD
Restructure A&R for security and safety	TBD		TBD
Security Camera Installation	\$10,000		\$10,000
Distance Education synchronous online education	\$20,000		\$20,000
Gunsmithing Facility Expansion (indoor shooting range)	TBD		TBD
Agricultural/Rodeo/Therapeutic Riding Expansion	TBD		TBD
Fitness/Athletic Facility Enhancement	TBD		TBD
Fire proof Secure Cabinet (Human Resources)	\$6,000		\$6,000
Wayfinding (Campus directions) Phase 2		\$150,000	\$150,000
Wayfinding (Campus directions) Phase 3		\$150,000	\$150,000
Jeep Wrangler w/ plow (Used)	\$10,000		\$10,000
½ Ton Truck (Used)	\$20,000		\$20,000
Electrical Van	\$10,000		\$10,000

Tractor/Backhoe	\$30,000		\$30,000
¾ Ton Truck for Snow Plow	\$28,000		\$28,000
Custodial Cart	\$28,000		\$28,000
Lift trailer	\$8,000		\$8,000
¾ Ton Truck w/ Lift Gate	\$28,000		\$28,000
Off-Road Forklift	\$40,000		\$40,000
Gravelly Snow blower attachment	\$7,000		\$7,000

Human Resources Master Plan

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 institution 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 three (3) funded full-time positions: one (1) Director of Human Resources, one (1) HR Technician and one (1) HR Generalist. There may also be one (1) part-time student worker. The Human Resources Department works in partnership with the Human Resources Planning Committee, the Flex Faculty and Staff Development Coordinator, and TECC Center faculty and staff 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 Lassen Community College website and My Lassen Portal.

HUMAN RESOURCES PLANNING COMMITTEE

The following individuals were appointed as members of the 2018-2019 Human Resources Planning Committee:

- Colleen Baker – Faculty
- Hasib Azhand – Faculty
- Crystal Tobola – Faculty
- Sue Kelley – Classified
- Brenda Hoffman – Classified
- Melissa Hill – Confidential
- Vickie Ramsey – Human Resources Director
- Dave Clausen – Vice President, Administrative Services
- Dr. Greg South – Vice President, Academic Services
- Karissa Morehouse – Dean of Instructional Services

2019-2024 HUMAN RESOURCES DEPARTMENT 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 and hiring procedures
- New Employee Orientation
- Written employee handbook
- Follow timelines and accountability for probationary and annual evaluations
- EEO Training

Expectation 2: Provide Excellent Customer Service to internal and 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 Training 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
- SLO/AUO Assessment Training (began in Dec. 2012)
- Title IX Training

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

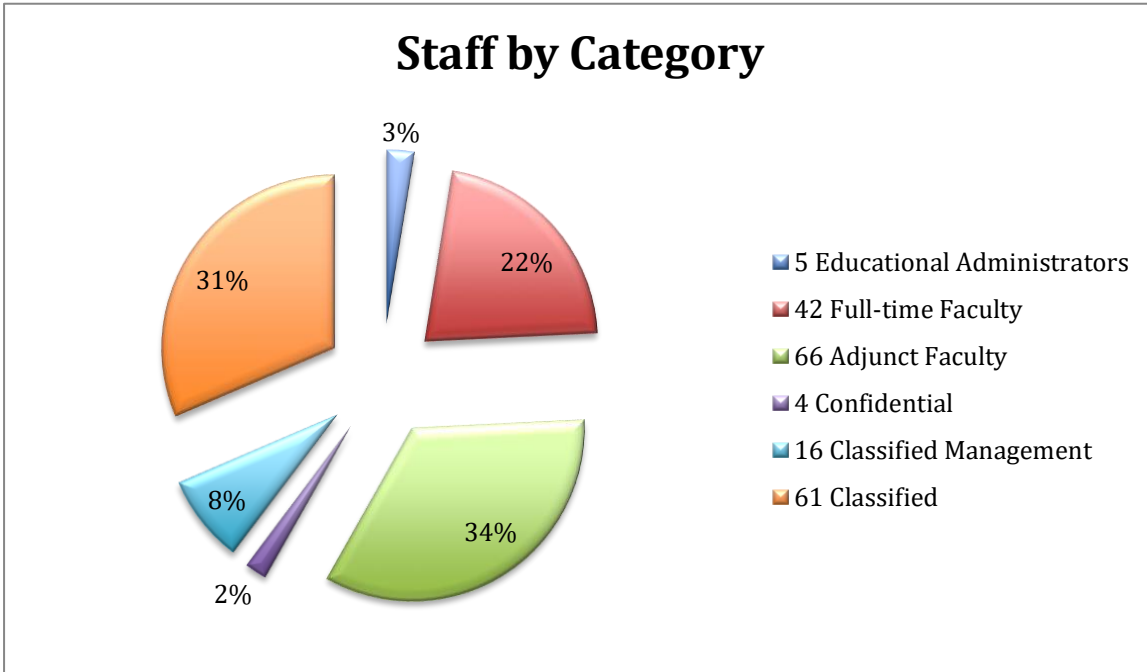
Standards:

- Publish a training calendar
- 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
- HR101 Training for Managers and Administration
- FRISK Training for Managers and Administration
- EEO Training

PROPOSED STAFFING STATUS 2017-2018 (1650 FTE GENERATING INSTITUTION)

Proposed Breakdown of Staff by Category – Fall 2018

In Fall 2018, Lassen Community College will employ five educational administrators, sixteen classified administrators (managers), four confidential employees, forty-two full-time faculty, sixty-six adjunct faculty, and sixty-one classified employees. Of the forty-three full-time faculty, thirty-seven will serve in the instructional area.



Recommended staffing positions

Educational Planning										
Source	Strategic Goal	Line Item	Planning Agenda Item(s)	Implementation Timeframe	Estimated Cost	Expected Outcome	Unit Priority	Area Priority	Funding Source	Notes
2015 Vocational Nursing IPR	1	1	1 FT Nursing Instructor <i>Active recruitment underway to make permanent the prior temporary position (3rd nursing faculty)</i>	2019-20	\$125,000 (Currently in Budget)	Hire adequate staff according to projected FTW's for 30 students	1	1	General	
Math IPR	2,3,4	2	1 FT Math Instructor <i>Replace Ross Stevenson (retirement) for on-campus instruction</i>	2019-20	\$125,000	on-campus instruction	1	2	General	

2018 Humanities IPR	2,3,4	3	Hire 1 additional faculty member in English	2019-20	\$125,000	More ENGL sections overall. More ENGL sections taught live at prisons.				
Vocational Nursing IPR	1,2,3,4	4	1 FT Health Occupation Instructor	2019-20	\$125,000		1a	13	General	
2016 Correspondence NIPR	2,4	5	Hire part time (20 hr. per wk.) Administrative Assistant I - Correspondence	2019-20	\$19,000	Student success	1	4	General	
2015 & 2018 Natural Science / Mathematics IPR		6	Physical Science Instructor	2019-20	\$125,000	Increase physical science offerings (Astronomy, Physics, Geology, Physical Geography, Physical Science), increasing number of degrees and GE certificates awarded. Incarcerated Instruction – ADTs				
2014 Athletics IPR	2,3,4	7	1 Adjunct Cross-Country Coach	2019-20	\$25,000	Increased enrollment, co-ed sport	9	11	General	
2015 Vocational Nursing IPR	3	8	Make a Director of Allied Health position either full-time director to oversee all VN and all HO programs or allow Director 50% release time for director duties	2019-20	\$7000 (addition to present \$25000 director stipend)	If one Director is over all Health Occupations programs, there will be better coordination and less duplication of supplies	4	12	General	
2018 Natural Science / Mathematics IPR		9	Replace Biological Science Instructor retired Spring 2018 (2 nd Instructor)	2019-20	\$125,000	Sustain growth biological science offerings (Human Anatomy & Physiology, Microbiology, extra sections), increasing number of				

						degrees and GE certificates awarded				
2018 Humanities IPR		10	Hire 1 additional faculty member in Communication Studies	2019-20	\$125,000	1. Teach SPCH1 at prisons 2. Teach additional sections of SPCH1 at LCC when waitlists demand additional sections 3. Teach SPCH1 at LCC if current instructor is not available. 4. Teach other COMM sections needed to have a COMM AA- T				
EMP	1,2,3,4	11	1 FT Foreign Language Instructor Perhaps American Sign Language instead	2019-20	\$125,000	Both on-campus and prison assignments	5	7	General	
2018 Natural Science / Mathematics IPR		12	Hire an additional Instructional Support Specialist II to adjust additional faculty hires and mathematics lab activities	2019-20	\$40,000	Provide support for more student-centered opportunities in the classroom. Increased student success. Mitigation of student success issues arising from AB 705 problems.				
ARC NIPR	1,2,3,4	13	FT ISS 1 – Learning Center	2019-20	\$48,000	Allow Library to be opened extended hours. Student success.	7	6	General	
EMP	1,2,3,4	14	1 FT Automotive Technology Instructor	2019-20	\$125,000	Anticipate increased enrollment because of NATEF certification	4	8	General	
Athletic IPR	1,2,3,4	15	Paid Assistant Coaches	2019-20	\$40,000		10	>99	General	

EMP	1, 2, 3, 4		CTE/Kinesiology Faculty	2019-20	\$125,000	To support program development and growth.				
EMP	1, 2, 3, 4		CTE/Kinesiology Faculty	2019-20	\$125,000	To support program development and growth.				
EMP	1, 3, 4		Career and Transfer Center Director	2019-20	\$125,000	To increase program retention and guided pathway effectiveness with career and transfer outcomes				
EMP	3, 4		Counselor, Faculty, for Incarcerated	2019-20	\$125,000	To support Incarcerated program development and growth				
2016 Library / ARC NIPR	3, 4		Library Tech II, Full Time	2019-20	\$60,000	To increase student success by providing an appropriate level of service to Library patrons				
2016 Library / ARC NIPR	3, 4		Library Tech II, Part Time	2019-20	\$30,000	To increase student success by providing an appropriate level of service to Library patrons				
EMP	1, 3, 4		Dual Enrollment Coordinator	2019-20	\$60,000	To increase Dual / Concurrent Enrollment through program development and growth.				
DSPS	1, 3, 4		DSPS ISS III	2019-20	\$75,000	To improve service to disabled students by providing an appropriate level of staffing to meet campus needs.				
EMP + 2018 Humanities IPR	1, 3	9	Professional Development for Faculty	2019-20	\$30,000 (ongoing)	To more appropriately support professional growth of faculty.				

EMP + 2018	1, 3	10	Professional Development for Staff	2019-20	\$30,000 (ongoing)	To more appropriately support professional growth of staff.				
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Student Services Planning

Source	Strategic Goal	Line Item	Planning Agenda Item(s)	Implementation Timeframe	Estimated Cost	Expected Outcome	Unit Priority	Area Priority	Funding Source	Notes
Counseling	4		Counselor (Behavioral Health)	2018-2019	\$115,000.00 (salary and benefits) or MOU	Was able to find funds to pay for a part time/temporary position and but need to make this a full time/permanent position	2		Categorical/General	
Counseling	4		Counselor (additional incarcerated counselor)	2018-2019	\$125,000 (salary and benefits)	Serve our growing incarcerated program	3			
OSS/Outreach			Student Success Coordinator	2019-2020	\$95,000	Outreach/OSS Support: Salary \$85,000; Supplies/Travel \$10,000	1			
CDC	1		Extend Meal Coordinator to full time.	2018-1019	\$42,116.68 (ongoing)	Ensure all CACFP paperwork and State paperwork is completed on time and is accurate. Time to shop and create menus.	3			
CDC	1,2,3		Full Time Associate Teacher	2018-2019	\$42,116.68 (ongoing)	Run at full capacity, provide professional development opportunities for staff, higher quality of care, lower teacher: child ratio, planning time for teachers, increased continuity of care. Compliance with title 22.	2			
EMP			Dual Enrollment	2018-2019	\$100,000	Increase enrollments out of K-12			General	

			Coordinator							
Counseling	4		Full time General Counselor (veteran/general)	2018-2019	\$125,000 (salary and benefits)	To increase the number of students we can serve	4			
Counseling	4		Part time temporary assessment staff/testing/career staff	Continue for 2017-2018	\$8,000 (approx.), no benefits at part time	Provides support to Assessment Technician and allows office to remain open when Assessment Technician needs to provide services to outlying areas	7			
Counseling	4		Student Success Support Administrative Assistant	2018-2019	\$46,863.26 (salary and benefits)	Approved, in progress	5			
Counseling	4		Evaluator	2018-2019	\$55,937.60 (salary and benefits)	Approved, in progress	1			
Residence Hall	3		Nighttime Security Officer	Aug 2019	\$61,440.92	Increased safety and security	2			
Counseling	4		Increase Travel and Professional Development Funds	2017-2021	\$8,000 per year	Increase funds to provide additional professional development opportunities (including veteran auditing process)	6			
Outreach			Professional Development Events	2018-2019	(\$3,000 (\$1,500 for current Coordinator and \$1,500 for additional Outreach Coordinator)	Outreach Coordinators who are more aware of the ever changing incoming student populations and their challenges and who are better able to assist potential students	2			

Human Resources Planning

Source	Strategic Goal	Line Item	Planning Agenda Item(s)	Implementation Timeframe	Estimated Cost	Expected Outcome	Unit Priority	Area Priority	Funding Source	Notes
Human Resources NIPR	1,2	1	Human Resources Generalist	2019-2020	\$98,046.38	Increased service quality	1	1		

Facilities Planning

Source	Strategic Goal	Line Item	Planning Agenda Item(s)	Implementation Timeframe	Estimated Cost	Expected Outcome	Unit Priority	Area Priority	Funding Source	Notes
2018-2023 Facilities NIPR	1,3,4	1	Maintenance Specialist II – Ag/Athletics	2019-2020	\$69,196.25	Increased basic health and safety services		1		
2018-2023 Facilities NIPR	1,3,4	2	Maintenance Custodian	2019-2020	\$60,776.32	Increased basic health and safety services		2		
2018-2023 Facilities NIPR	1,3,4	3	Maintenance Specialist IV – Multi-Trade	2019-2020	\$82,573.74	Increased basic health and safety services		3		
2018-2023 Facilities NIPR	1,3,4	4	Maintenance Specialist II	2020-2021	\$69,196.25	Increased basic health and safety services		4		

Technology Planning

Source	Strategic Goal	Line Item	Planning Agenda Item(s)	Implementation Timeframe	Estimated Cost	Expected Outcome	Unit Priority	Area Priority	Funding Source	Notes
	1,3		Web Master Position	2018-19	\$90,000	One person dedicated to the web needs of the college	1			
	1,3		Convert 1 Information Technology Specialist II position to an Information	2018-19	\$1,500		2			

			Technology Specialist III							
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Institutional Effectiveness

Source	Strategic Goal	Line Item	Planning Agenda Item(s)	Implementation Timeframe	Estimated Cost	Expected Outcome	Unit Priority	Area Priority	Funding Source	Notes
IE NIPR 2016	1, 3, 4		Research Analyst	2019-20	\$95,000	Full Time Research Analyst	1	Essential due to new Student Centered Funding Formula		
2014 Marketing & Public Information NIPR	1,3		Web Master Position	2019-20	\$95,000	One person dedicated to the web needs of the college	2			
2014 Marketing & Public Information NIPR	1		Marketing and Public Information Officer	2019-20	\$115,000.00	Increased awareness and new student enrollment and strengthen the department capabilities	3			
2014 Governance Annual Update			Review the need to add or restructure administrative assistant support for governance	2019-20	\$75,000	Improved Governance process	4	If restructure administrative assistant support then budget item is not needed		

INTRODUCTION

MISSION AND VALUES

The Human Resources Planning Committee believes 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. The goals of the Professional Development Plan are to develop knowledge, skills and abilities that will provide the potential for better performance and increased job satisfaction. The Human Resources Planning Committee plans, coordinates, and recommends financial support for a variety of activities that engage faculty, staff, and administrators.

The committee groups the guiding principles under these headings:

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.

Contribution to Student Success

Student success should guide professional development activities. Student success may be measured through:

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

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 institutional initiatives.

Allocation of Resources

Since resources are limited, the committee believes that professional development activities should be designed to provide the greatest effect on the institution, its programs, and students. College resources should be allocated to activities that have broad institutional impact. At the same time, the committee recognizes (a) the value of the rejuvenation through professional development activities; (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 institution and (c) the importance of professional development for all college employees. Resources should be allocated equitably among, institutional groupings, and types of activities.

Accountability

The committee supports the evaluation of and resulting modifications to 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 institutional policies and regulations as well as by the requirements of funding sources.

Responsibilities

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

- Plans and conducts activities for employees that lead to enhanced 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
- 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, Institutional Effectiveness, Learning Opportunities, Resource Management, and Student Success. Professional development supports these strategic goals through the development of knowledge, skills and abilities in the following areas:

1. ***Organizational Competency, Communication, and Morale*** – by creating an environment that promotes collaboration and effective constituent interactions
2. ***Employee Competency*** – by building a training program in the development, implementation, and assessment of student learning/administrative unit outcomes that benefit the college community
3. ***Cultural Awareness*** – by supporting a training program and providing opportunities for LCC employees to have cultural experiences that contribute to and broaden the cultural awareness of the LCC community
4. ***Technological Competency*** – by providing essential skills for students' appropriate and responsible use of existing and emerging technology tools for communication, productivity, management, research, problem solving and decision making

OBJECTIVES, ACTIVITIES AND PERFORMANCE OUTCOMES

New professional development needs may be identified and current standards may change. The Human Resources Planning Committee will review the plan and update as necessary.

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

Per BP 4010/AP 4010, 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 2018-2019

The academic calendar for 2018-2019 has seven days (35 hours) designated for “flex” activities for full-time faculty. Flex calendar dates are:

Activities Day	Fall 2018	Spring 2019
Flex	August 16, 2018	January 10, 2019
Flex	August 17, 2018	January 11, 2019
Flex		February 13, 2019
Flex	November 21, 2018	February 14, 2019
Convocation	September 11, 2018	February 5, 2019

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APPENDIX A - ACADEMIC SERVICES ACTION PLAN

Academic Services Action Plan 2019 - 2020 – Strategies. Year 1						
Goal	Objective	Strategy Description	Desired Outcome	Timeline	Responsible Party	Performance Measures
		Guided Pathways <ul style="list-style-type: none"> • Meta major development • Implementation of Starfish <ul style="list-style-type: none"> ○ Train all faculty and staff how to utilize starfish • AB 705 <ul style="list-style-type: none"> ○ Attend CAP trainings in Feb. 	Pathways for student Adoption of Meta Majors 70% of faculty utilizing Starfish early alert Flex training in August and Convocation 100% of eligible students with Ed Plan component Starfish	2019-2020	Academic Services Counseling Instructional Faculty	Increase student success Completion and retention rates
3	3.1 3.1	Professional Development – Training: <ul style="list-style-type: none"> • Continue Guided Pathway trainings and convening’s • Discipline Specific Training (e.g., Sabbaticals, conferences, webinars, seminars, etc.) • Classroom Technology Training • Classroom Instruction Active Learning Training • Online Canvas Training • Develop New Faculty Extended Orientation and Mentorship program 	Increased student success Increased use of technology in classroom instruction	2019-2020	Human Resource Manager Flex Coordinator Instructional Designer	Increase Student Success rates Increase number of non-duplicated participants in discipline-specific training Provide at least one Flex training a semester focused on technology and the classroom Provide New Faculty Orientation regarding technology and the classroom.

3	3.1	Professional Development – Dialog about the Assessment of Student Learning Outcomes <ul style="list-style-type: none"> • Conduct meetings with Academic Senate leadership to coordinate the future of effectively utilizing SLO assessment tools to complete regular SLO course and program assessments. • Conduct assessment methods training with appropriate faculty and staff 	Increased dialog about student learning outcome assessment	2019-2020	Flex Coordinator Division Chairs Director of Institutional Effectiveness	100% faculty trained on reporting SLO's. Measurable increase in completion rates of SLO reporting.
3	3.1	Capacity Building --- Alternative Delivery Training: <ul style="list-style-type: none"> • Faculty training for Canvas online instruction; required for all online instructors • Training for alternative instructional technologies 	<p>Increased offerings via online instruction</p> <p>Increased success of online students</p> <p>Online courses compliant with federal, state, and local regulations</p>	2019-2020	Dean of Instructional Services	100% of online instructors trained 15% increase in student enrollment and success online as compared to baseline data in 2014-2015
3	3.2	Capacity Building – Institutional Technology <ul style="list-style-type: none"> • Implement Refresh Plan Year Three • Implement the synchronous course delivery system. • Coordinate synchronous course delivery system with the scheduling 	Provide up-to-date reliable hardware for technology enhanced instruction	2019-2020	IT Director	33% of campus technology Refreshed Improve access to rural areas
2	2.2	Program Development – Gunsmithing <ul style="list-style-type: none"> • Expand facilities • Update scheduling • Improve entry attrition rates 	Program Growth	2019-2020	VP Academic Services VP Administrative Services	Measurable increase in FTES

2	2.3	Program Development – Nursing/Health Occupations <ul style="list-style-type: none"> • Begin Strategic Planning process for Health Sciences and Medical Technologies • Expand and grow the LVN, Medical Assisting, Phlebotomy and EMS programs • Begin discussion and processes needed to partner or build an LVN to RN Bridge program • Continue partnership with Lassen High School and support development of a health career pathway. • Sustain current and increase number of full time instructor. Build adjunct instructor pool • Secure additional space for instruction of programs • Peruse regional, state, and federal funding opportunities 	Optimize program effectiveness	2019-2020	LVN Director Division Chair Dean of Instructional Services	Maintain LVN and Phlebotomy accreditations Increase and sustain enrollment to allowable max per cohort Increase LVN, Phlebotomy, MA, and EMS courses offered
2	2.7	Program Development – Human Services Update curriculum to align transfer	Optimize program effectiveness Increase FTES	2019 - 2020	VP Academic Services	Curriculum articulated for transfer Increase FTES by 10% from 2017-2018
2	2.4	Program Development – Adult Education and Workforce Development <ul style="list-style-type: none"> ☐ Expand to outreach sites utilizing the AEBG Transitions Counselor position ☐ Expand curricular offerings to meet community and employer needs ☐ Expand Steps to Success program offerings and activities ☐ Sustain AEBG grant-funded positions and activities 	Accomplish AEBG Goals of aligning and increasing services to underserved populations	2019 - 2020	VP Academic Services	Increase FTEs for the Steps to Success program Increase FTEs transitioning from AEBG sites to LCC noncredit and credit offerings

2	2.5	<p>Offer face-to-face inmate instruction at local incarceration facilities</p> <ul style="list-style-type: none"> • Begin offering face-to-face courses in Math, English, and other General Education areas. 	Maintain our position as a leader in inmate education	2019-2020	VP of Instructional Services	Offer at least one section of an operational face-to-face inmate education course each semester that are fiscally sound and academically identical to on campus programs.
4	4.2	<p>Outreach Implementation – Contract Education/Continuing Education/Community Services</p> <ul style="list-style-type: none"> • Develop partnerships with community education and employers • Develop and sustain contract education partnerships • Expand community service offerings • Develop continuing education program 	Modify as appropriate	2019 - 2020	VP of Academic Services	Develop sustainable community education and contract education with area partners
3	3.3	<p>Vision: Institutional Development</p> <p>Determine need for and feasibility of large-scale capital projects, examples of which may include:</p> <ul style="list-style-type: none"> • Gunsmithing Facility Expansion (indoor shooting range) • Infrastructure upgrades: air conditioning, remodel of instructional spaces • Remodeling of Modular M for Fire Science Technology • Agricultural/Rodeo/ Therapeutic Riding Expansion • Fitness/Athletic Facility Enhancement 	<p>Determine Feasibility Study Methodology</p> <p>Determine feasibility of impact on Academic Portfolio</p>	Annually	<p>Proposal Champion</p> <p>VP of Academic Services</p> <p>Division Chairs</p>	<p>New programs and facilities</p> <p>Develop campus facility and design plan</p>

3	3.3	<p>Vision: Institutional Development Determine need for and feasibility of large-scale capital projects:</p> <ul style="list-style-type: none"> • Create on going budget item for classroom and faculty office refresh (including upgrade in technology, furniture, paint and carpet • Gunsmithing Facility Expansion (indoor shooting range) • Infrastructure upgrades: heating & air conditioning in all buildings, remodel of instructional spaces • Remodeling of Modular M and N buildings for future programs • Agricultural/Rodeo/Therapeutic Riding Expansion • Emergency Generators to serve the entire campus • Fitness/Athletic Facility Enhancement/Remodel 	<p>Determine Feasibility Study Methodology</p> <p>Determine feasibility of impact on Academic Portfolio</p>	Annually	<p>Proposal Champion</p> <p>VP of Academic Services</p> <p>Division Chairs</p>	<p>New programs and facilities</p> <p>Develop campus facility and design plan</p>
1, 2, 3, 4		<p>Program Development: Kinesiology/Athletics Kinesiology Faculty (2)</p>	To support program development and growth.	2019-20	Office of Instruction	<p>Development of new instructional program offerings</p> <p>Implementation of new sports programs</p>

		Capacity Building: Student Services <ul style="list-style-type: none"> • Career Counselor Faculty • Counselor I Faculty, Roaming, for Incarcerated • Dual Enrollment Coordinator • Wayfinding Application and Campus Signage 	<p>To increase program retention and guided pathway effectiveness with career and transfer outcomes.</p> <p>To support Incarcerated program development and growth.</p> <p>To increase Dual/Concurrent Enrollment through program development and</p>	2019-20	Dean of Student Services Human Resources	Successful Career Counselor faculty hire Successful Counselor I hire Successful Dual Enrollment Coordinator hire Successful implementation of Wayfinding App Successful installation of campus signage
1, 3		Capacity Building: Facilities Refurbish "M" and "N" Buildings	To increase the efficiency of facilities usage and provide appropriate space for academic and support services.	2019-20	Facilities IT	Increase capacity for Academic Services Increase capacity for Student Services
2, 3, 4		Capacity Building: Student Environment Air Conditioning	To provide a more appropriate, comfortable climate and environment for library patrons and for dormitory	2019-20	Facilities	Improved, safer climate and environment for dormitory residents. Improved, safer climate and environment for Library patrons.

3		Capacity Building: Safety <ul style="list-style-type: none"> Emergency Generators for all campus facilities Electronic Access/Locks (Campus Wide) 	To provide a safe and secure environment for campus occupants during power outages and regional emergencies or catastrophes.	2019-20	Facilities	Provision a safe secure environment for all campus occupants during power outages and emergency incidents.
3		Capacity Building: Gunsmithing <ul style="list-style-type: none"> Hardened Armory Security enhancements to GSS Shop/Lab 	To provide an appropriate and acceptable level of security for all Gunsmithing Program assets in the GSS Shop area.	2019-20	Facilities	Harden armory walls, doors, and ceilings Secure alarm system for armory. Secure windows and doors for shop/lab.
2, 3, 4		Capacity Building: Kinesiology/Athletics <ul style="list-style-type: none"> Remodel Foyer and associated areas Sports Medicine/Athletic Training Lab 	To improve the aesthetics of the Gym Foyer (and other areas) to present a more appropriate impression of LCC Kinesiology/Athletics programs. To support and develop the Sports Medicine/Athletic Training major under Kinesiology	2019-20	Facilities	New floor and wall finishes New Sports Medicine/Athletic Training Lab Increased Athletic Training coverage for all sports Increased growth and development of Sports Medicine/Athletic Training program
2, 3, 4		Program Development: Auto Technology <ul style="list-style-type: none"> Precision Measuring Instrument kits/equipment 	To support instruction of national (stackable) certifications	2019-20	Auto Technology Dean of Instructional Services	Implementation of new industry-recognized certification programs

2, 4		Program Development: Career Guidance <ul style="list-style-type: none"> CG Course update for: <ul style="list-style-type: none"> Incarcerated On Campus By Pathway 	To increase student success by updating and improving the Career Guidance curriculum.	2019-20	Dean of Instructional Services	Updated curriculum for CG courses. Increased student success
1, 3		Professional Development: Faculty & Staff <ul style="list-style-type: none"> Faculty Staff 	To more appropriately support professional growth of faculty and staff.	2019-20	VP of Administrative Services Human Resources	Standing budget of \$30,000 for Faculty Standing budget of \$30,000 for Staff Faculty and Staff participation in approved professional growth activities
		Capacity Building: ARC/Library <ul style="list-style-type: none"> Library Tech II, Full Time Library Tech II, Part Time Career Center in Collaboration with ARC Space 	To increase student success by providing an appropriate level of service to Library patrons To increase career and transfer placement	2019-20	Dean of Instruction Dean of Student Services Facilities	Successful Library Tech II hires Increased student success Increased career and transfer placement
		Capacity Building: DSPS <ul style="list-style-type: none"> DSPS ISS III 	To improve service to disabled students by providing an appropriate level of staffing to meet needs.	2019-20	Dean of Instruction	Successful DSPS ISS hire

		<p>Campus Improvements: Facilities</p> <ul style="list-style-type: none"> • Lighting Efficiency Improvements (replacements and Upgrades) , campus wide • ADA Accessibility Improvements (campus wide) 	<p>To (1) decrease Utility usage and costs, and (2) provide significantly improved lighting quality through replacement of all lighting assets on campus.</p> <p>To bring campus facilities into current compliance with ADA rules and regulations and thus provide an appropriate level of access to disabled students</p>	2019-20	Facilities	<p>Replaced and/or Upgraded lighting, campus wide</p> <p>Decreased utilities costs</p> <p>Increased quality of lighting, campus wide</p> <p>Completely developed and prioritized ADA Transition Plan</p> <p>Implemented ADA Accessibility Improvements (campus wide)</p>
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Additional items to consider 2019-2020 strategies for:

- Capture enrollment management items – dual enrollment, online coordination/rotation, community education, AEBG
- AEBG efforts as they can integrate into EMP/instruction
- Emphasis on correspondence as a major generator of FTES (and potential for incarcerated instruction program growth)
- 4-year completion program/university partnerships (plus other action planning/logic model from GP retreats)

Academic Services Action Plan 2020- 2021- Strategies. YEAR 2

Goal	Objective	Strategy Description	Desired Outcome	Timeline	Responsible Party(s)	Performance Measures
3	3.1	<p>Professional Development – Training:</p> <ul style="list-style-type: none"> • Discipline Specific Training (e.g., Sabbaticals, conferences, webinars, seminars, etc.) • Classroom Technology Training • Classroom Instruction Active Learning Training • Online Canvas Training • Continue New Faculty Extended Orientation and Mentorship program 	<p>Increased student success</p> <p>Increased use of technology in classroom instruction</p>	2020-21	<p>Human Resource Manager</p> <p>Flex Coordinator</p> <p>Instructional Designer</p>	<p>Increase Student Success rates</p> <p>Increase number of non-duplicated participants in discipline-specific training</p> <p>Provide at least one Flex training a semester focused on technology and the classroom</p> <p>Provide New Faculty Orientation regarding technology and the classroom</p>
3	3.1	<p>Accreditation Training</p> <ul style="list-style-type: none"> • Conduct Accreditation trainings and workshops • Provide appropriate trainings for ALO, Accreditation Chair, and other appropriate personnel • Select and prepare ISER Standard Committees • Prepare draft materials and begin collection of materials in accordance with program schedule 	To provide appropriate for submission of Accreditation Institutional Self-Study	2020-21	<p>Accreditation Liaison Officer</p> <p>Accreditation committee Chair</p> <p>Sub-Committee Members</p>	<p>Evidence that the college has met, or exceeds all ACCJC Standards in accordance with requirements to demonstrate institutional excellence.</p> <p>Each standard committee needs to meet at least once a semester.</p> <p>Provide ALO-led accreditation training each semester</p>

3	3.1	Professional Development – Dialog about the Assessment of Student Learning Outcomes <ul style="list-style-type: none"> Conduct meetings with Academic Senate leadership to coordinate the future of effectively utilizing SLO assessment tools to complete regular SLO course and program assessments. Conduct assessment methods training with 	Increased dialog about student learning outcome assessment	2020-21	Flex Coordinator Division Chairs Director of Institutional Effectiveness	100% faculty trained on reporting SLO's. Measurable increase in completion rates of SLO reporting.
3	3.1	Capacity Building --- Alternative Delivery Training: <ul style="list-style-type: none"> Faculty training for Canvas online instruction; required for all online instructors Training for alternative instructional technologies 	<p>Increased offerings via online instruction</p> <p>Increased success of online students</p> <p>Online courses compliant with federal, state, and</p>	2020-21	Dean of Instructional Services	<p>100% of online instructors trained</p> <p>15% increase in student enrollment and success online as compared to baseline data in 2017-2018</p>
3	3.2	Capacity Building – Institutional Technology <ul style="list-style-type: none"> Re---initiate implementation of Refresh Plan Year One Coordinate synchronous course delivery system with the scheduling of courses using this system 	Provide up-to-date reliable hardware for technology enhanced instruction	2020-21	IT Director	<p>33% of campus technology Refreshed</p> <p>Improve access to rural areas</p>

2	2.5	Offer face-to-face inmate instruction at local incarceration facilities <ul style="list-style-type: none"> • Research the feasibility of expanding general education in the prisons 	Maintain our position as a leader in inmate education	2020-21	VP of Instructional Services	Increase operational face-to-face inmate education courses each semester that are fiscally sound and academically identical to on
2	2.3	Program Development – Nursing/Health Occupations <ul style="list-style-type: none"> • Continue Strategic Planning process for Health Sciences and Medical Technologies • Sustain and further develop the LVN, Medical Assisting, Phlebotomy, EMS and Certified Nurse Assistant and Home Health Aid programs • Receive approval and begin an LVN to RN Bridge program internally or through partnership • Continue partnership with Lassen High School and support development of a health career pathway. • Sustain current and increase number of full time instructors if unsuccessful the previous year. Continue to build adjunct instructor pool • Secure additional space for instruction for the addition of the LVN to RN Bridge program • Increase offerings of prerequisites for all programs including additional prerequisite courses for LVN to RN bridge • Peruse regional, state, and federal 	Optimize program effectiveness	2020-21	LVN Director Division Chair Dean of Instructional Services	Maintain required accreditation for all programs Increase and sustain enrollment of LVN, Phlebotomy, MA, and EMS programs

2	2.4	Program Development – Adult Education and Workforce Development <ul style="list-style-type: none"> Expand to outreach sites utilizing the AEBG Transitions Counselor position Expand curricular offerings to meet community and employer needs Expand Steps to Success program offerings and activities Sustain AEBG grant-funded positions and activities 	Accomplish AEBG Goals of aligning and increasing services to underserved populations	2020-21	VP Academic Services	<p>Increase FTEs for the Steps to Success program</p> <p>Increase FTEs transitioning from AEBG sites to LCC noncredit and credit offerings</p>
4	4.2	Outreach Implementation – Contract Education/Continuing Education/Community Services <ul style="list-style-type: none"> Develop partnerships with community education and employers Develop and sustain contract education partnerships Expand community service offerings Develop continuing education program 	Modify as appropriate	2020-21	VP of Academic Services	Develop sustainable community education and contract education with area partners
3	3.3	Vision: Institutional Development Determine need for and feasibility of large-scale capital projects, examples of which may include: <ul style="list-style-type: none"> Gunsmithing Facility Expansion (indoor shooting range) Infrastructure upgrades: air conditioning, remodel of instructional spaces Remodeling of Modular M for Fire Science Technology Agricultural/Rodeo/ Therapeutic Riding Expansion Fitness/Athletic Facility Enhancement 	Determine Feasibility Study Methodology Determine feasibility of impact on Academic Portfolio	Annually	Proposal Champion VP of Academic Services Division Chairs	<p>New programs and facilities</p> <p>Follow timeline for projects as identified in the campus facility and design plan</p>

1,2,3,4	<p>Capacity Building: Liberal Arts and Sciences</p> <ul style="list-style-type: none"> English Instructor Communications Instructor Math Instructor 	To support program development and growth.	2020-21	<p>VP of Academic Services</p> <p>Dean of Instruction</p>	<p>Successful English Faculty hire</p> <p>Successful Communications Faculty hire</p> <p>Successful Math Faculty hire</p>
1,2,3,4	<p>Capacity Building: Kinesiology</p> <ul style="list-style-type: none"> Kinesiology Instructor (X2) 	To support program development and growth.	2020-21	<p>VP of Academic Services</p> <p>Dean of Instruction</p>	Successful Kinesiology Faculty hire (X2)
1,2,3,4	<p>Capacity Building: New CTE Faculty</p> <ul style="list-style-type: none"> Drone Instructor Computer Instructor ARC/GIS Instructor 	To support program development and growth.	2020-21	<p>VP of Academic Services</p> <p>Dean of Instruction</p>	<p>Successful Drone faculty hire</p> <p>Successful Computer Faculty hire</p> <p>Successful ARC/GIS Faculty hire</p>
2,3,4	<p>Capacity Building: Performing Arts</p> <ul style="list-style-type: none"> Performing Arts Faculty 	To support program development and growth.	2020-21	<p>VP of Academic Services</p> <p>Dean of Instruction</p>	Successful Performing Arts faculty hire
1,2,3,4	<p>Capacity Building: Counseling</p> <ul style="list-style-type: none"> Counselor I, On Campus 	To support program development and growth.	2020-21	<p>VP of Academic Services</p> <p>Dean of Student Services</p>	Successful Counselor I faculty hire

1,2,3,4		Capacity Building: Academic Resource Center (ARC) <ul style="list-style-type: none"> • ARC Director (NOT Library) • ISS (for Math support) • ISS (for Science support) • ISS (for AG support) • ISS (for Fire Science/AJ support) • ISS (for Humanities support) 	Dedicated staff for AB 705 implementation, Academic support, and supervision on ISS pathway support To strengthen and develop guided pathways, and provide student connections to	2020-21	VP of Academic Services Dean of Instruction Human Resources	Successful ARC Director hire Successful ISS hires (X5)
1, 3, 4		Capacity Building: Student Success Staffing <ul style="list-style-type: none"> • Student Success Position: Westwood/Herlong 	To increase student success, dual/concurrent enrollment; and strengthen K-14 guided pathways	2020-21	VP of Academic Services Dean of Student Services	Successful Student Success Position hire
1,2,3,4		Capacity Building: New CTE Programs <ul style="list-style-type: none"> • Drones/UAS (Major and Cert) Program Development • Computer (Data Management & Applications Meta Major) Program Development • ARC/GIS (Major and Cert) Program Development • Construction Trades Major and Cert) Program Development • CTE Facility at Sierra Army Depot 	To support program development and growth.	2020-21	VP of Academic Services Dean of Instruction	Successful Drone Program Development Successful Computer Program Development Successful ARC/GIS Program Development Successful Construction Trades Program Development Successful implementation of a CTE Facility at Sierra Army

1,2,3,4	<p>Capacity Building: Kinesiology/Athletics</p> <ul style="list-style-type: none"> • Rebuild/Resurface the LCC Track • Varsity Strength and Speed Center • Facilities for 4 new sports programs 	<p>To support program development and growth.</p> <p>To enhance the safety of those engaged in track activities, and to support program development and growth</p>	2020-21	<p>VP of Academic Services</p> <p>Dean of Instruction</p>	<p>Successful rebuild/resurfacing of LCC Track</p> <p>Successful development of an LCC Varsity Strength and Speed Center</p> <p>Successful construction of Facilities for 4 new sports programs</p>
2,3,4	<p>Capacity Building: Existing CTE Programs</p> <ul style="list-style-type: none"> • New Horse Barn 	<p>To support program development and growth.</p>	2020-21	<p>VP of Academic Services</p> <p>Dean of Instruction</p>	<p>Successful construction of a new LCC Horse Barn</p>
1,2,3,4	<p>Capacity Building: Student Success Programs</p> <ul style="list-style-type: none"> • Maker space as part of library • STEM Pathway development with K-12 	<p>To increase enrollment and student success through implementation of a demonstration and development area for students and prospective students</p>	2020-21	<p>VP of Academic Services</p> <p>Dean of Instruction</p> <p>Facilities</p>	<p>Success development and implementation of a Maker Space in the Library/Library Area</p> <p>Success development and implementation of a SGTEM Pathway for K-12</p> <p>Increased enrollment</p>
	<p>Capacity Building: Performing Arts Program</p> <ul style="list-style-type: none"> • Retrofit Existing Facilities (Performing Arts) 	<p>To support a performing arts program</p>	2020-21	<p>VP of Academic Services</p> <p>Dean of Instruction</p> <p>Facilities</p>	

2,3,4		<p>Campus Improvements: Facilities</p> <ul style="list-style-type: none"> • Air Conditioning in Classrooms and Labs (campus wide) • Energy Management System (HVAC, campus wide) • Smart Classrooms (Campus Wide) • Secondary access road to campus 	<p>To provide a more appropriate, comfortable climate and environment for students.</p> <p>To decrease Utility usage and costs through appropriate digital and software control of all HVAC assets on campus.</p> <p>To improve student success by increasing the technological capabilities of campus classrooms and labs.</p> <p>To increase the safety of all campus occupants by providing a safe egress path from</p>	2020-21	<p>VP of Academic Services</p> <p>Dean of Instruction</p> <p>Facilities</p>	<p>Successful installation of new air conditioning in all classrooms.</p> <p>Increase satisfaction with HVAC and climate control in campus classrooms</p> <p>Successful installation of an HVAC Energy Management Systems in all campus facilities</p> <p>Increased technological capabilities in all campus classrooms</p> <p>Successful construction of a secondary access road to campus</p>
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Academic Services Action Plan 2021 - 2022 – Strategies Year 3

Goal	Objective	Strategy Description	Desired Outcome	Timeline	Responsible Party(s)	Performance Measures
3	3.1	Professional Development – Training: <ul style="list-style-type: none"> • Assessment method training • Training for alternate instructional technologies • Discipline specific training • Mandated training 	Improved student learning outcomes across the curriculum	2021-22	Human Resource Manager Flex Coordinator	Improved student retention and success in courses taught by faculty following training
2	2.7	Program Development <ul style="list-style-type: none"> • Determine curricula or programs needing updates • Determine the need for additional curricula or programs 	Optimize program effectiveness Grow academic offerings as feasible	2021-22	VP of Academic Services	Maintain/increase FTES
2	2.5	Offer face-to-face inmate instruction at local incarceration facilities <ul style="list-style-type: none"> • Research the feasibility of expanding general education in the prisons 	Maintain our position as a leader in inmate education	2021-22	VP of Academic Services	Sustain or increase operational face-to-face inmate education courses each semester that are fiscally sound and academically identical to on campus programs.

2	2.3	<p>Program Development – Nursing/Health Occupations</p> <ul style="list-style-type: none"> • Review and update Strategic Planning process for Health Sciences and Medical Technologies • Sustain and further develop the LVN, Medical Assisting, Phlebotomy, EMS, LVN to RN Bridge, and Certified Nurse Assistant and Home Health Aid programs • Continue partnership with Lassen High School and support development of a health career pathway. • Secure additional space for instruction for future growth • Peruse regional, state, and federal funding opportunities • Begin process of approval for Paramedic and Dental Tech programs if 	Optimize program effectiveness	2021-22	<p>LVN Director</p> <p>Division Chair</p> <p>Dean of Instruction</p>	<p>Maintain required accreditation for all programs</p> <p>Increase and sustain enrollment of all Nursing/Health Occupations programs.</p>
3	3.2	<p>Capacity Building – Institutional Technology</p> <p>Implementation of Refresh Plan Year Two</p>	Provide up-to-date reliable hardware for technology enhanced instruction	2021-22	IT Director	33% of campus technology Refreshed

3	3.3	<p>Vision: Institutional Development</p> <p>Once need for and feasibility of large-scale capital projects is determined, complete one large scale project begun in 2019-2020, which may include but is not limited to:</p> <ul style="list-style-type: none"> • Gunsmithing Facility Expansion (indoor shooting range) • Infrastructure upgrades: air conditioning, remodel of instructional spaces • Remodeling of Modular M for Fire Science Technology • Agricultural/Rodeo/ Therapeutic Riding Expansion • Fitness/Athletic Facility 	<p>Write a proposal using Feasibility Study Methodology</p> <p>Determine feasibility of impact on Academic Portfolio</p>	Annually	<p>Proposal Champion</p> <p>VP of Academic Services Division Chairs</p>	<p>New programs and facilities</p> <p>Follow timeline for projects as identified in the campus facility and design plan</p>
		<p>Capacity Building: Liberal Arts and Sciences</p> <ul style="list-style-type: none"> • Science Faculty 	To support program development and growth.	2020-21	VP of Academic Services	Successful Science Faculty hire
1,2,3,4		<p>Capacity Building: Kinesiology</p> <p>Kinesiology Instructor (X2)</p>	To support program development and growth.	2020-21	<p>VP of Academic Services</p> <p>Dean of Instruction</p>	Successful Kinesiology Faculty hire (X2)
1, 3, 4		<p>Capacity Building: Student Success Staffing</p> <ul style="list-style-type: none"> • Academic Advising Specialist on Campus • Student Success Position: Lassen High • Student Success Position: Modoc High 	To increase student success, dual/concurrent enrollment; and strengthen K-14 guided pathways	2020-21	<p>VP of Academic Services</p> <p>Dean of Student Services</p>	<p>Successful Academic Advising Specialist hire</p> <p>Successful Student Success Position hires for Lassen High and Modoc</p>

2,3,4		Capacity Building: Existing CTE Programs <ul style="list-style-type: none"> New Rodeo Arena 	To support program development and growth.	2020-21	VP of Academic Services Dean of Instruction	Successful construction of a new LCC Rodeo Arena
2,3,4		Campus Improvements: Facilities <ul style="list-style-type: none"> Welcome Center in the ARC Facility New Administration and “One Stop Shop” Facility 	To allow LCC to provide the appropriate level of service to students, and to allow for appropriate operations of LCC Administration	2020-21	VP of Academic Services Dean of Instruction Facilities	Increased welcoming nature of the campus Increased FTES Increase levels of services for students
1,3,4		Capacity Building: NEW CTE Programs <ul style="list-style-type: none"> Construction Trades ISS-III Public Service Academy ISS-III Data Management and Applications ISS-III 	To support program growth and development	2021-22	VP of Academic Services Dean of Instruction	Increased student success
1,2,3,4		Capacity Building: Academic Services <ul style="list-style-type: none"> Summer academic classes 	To increase educational opportunities and thus increase FTES	2021-22	VP of Academic Services	Increased educational opportunities Increased FTES

Academic Services Action Plan 2022 - 2023 – Strategies. YEAR 4

Goal	Objective	Strategy Description	Desired Outcome	Timeline	Responsible Party(s)	Performance Measures
3	3.1	Professional Development – Training: <ul style="list-style-type: none"> • Assessment method training • Training for alternate instructional technologies • Discipline specific training • Mandated training 	Improved student learning outcomes across the curriculum	2022 – 2023	Human Resource Manager Flex Coordinator	Increase Student Success rates Increase number of non-duplicated participants in discipline-specific training Provide at least one Flex training a semester focused on technology and the classroom Provide New Faculty Orientation regarding technology and the
3	3.2	Capacity Building – Institutional Technology Implementation of Refresh Plan Year Three	Provide up-to-date reliable hardware for technology enhanced instruction	2022-2023	IT Director	33% of campus technology Refreshed
1	3,4	Capacity Building- Office of Instruction	Increase efficiency and capacity of Office of Instruction with additions of programs/staff	2022-2023	VP of Academic Services	Increase in number of programs and staff
	3,4	Capacity Building – <ul style="list-style-type: none"> • New Residential Housing Unit 	Increase capacity for additional students in new programs	2022-2023	Facilities Dean of Student Services	Increase student retention and decrease housing shortage

2	2.3	Program Development – Nursing/Health Occupations <ul style="list-style-type: none"> Review and update Strategic Planning process for Health Sciences and Medical Technologies Sustain and further develop the LVN, Medical Assisting, Phlebotomy, EMS, LVN to RN Bridge, and Certified Nurse Assistant and Home Health Aid programs and any additional approved programs Continue partnership with Lassen High School and support development of a health career pathway. Ensure adequate space for all programs Peruse regional, state, and federal funding opportunities Sustain and further develop Paramedic and Psych-Tech programs if deemed feasible Medical Assisting Instructor/Faculty 	Optimize program effectiveness	2022-2023	LVN Director Division Chair Dean of Instructional Services	Maintain required accreditation for all programs Increase and sustain enrollment of all Nursing/Health Occupations programs.
	2,3,4	Program Development – Kinesiology & Recreational Administration <ul style="list-style-type: none"> Recreation Center 	Increase program capacity and efficacy	2022-2023		
2	3.4	Program Development – Equipment Replacement <ul style="list-style-type: none"> Identify instructional equipment needing replacement or repair Replace equipment as feasible 	Optimize program effectiveness	2022 – 2023	VP of Academic Services Program faculty	Safe, effective equipment consistent with equipment in industry

3	3.3	<p>Vision: Institutional Development Once need for and feasibility of large-scale capital projects is determined, initiate a large scale capital project, which may include but is not limited to:</p> <ul style="list-style-type: none"> • Gunsmithing Facility Expansion (indoor shooting range) • Infrastructure upgrades: air conditioning, remodel of instructional spaces • Remodeling of Modular M for Fire Science Technology • Agricultural/Rodeo/ Therapeutic Riding Expansion • Fitness/Athletic Facility Enhancement 	<p>Write a proposal using Feasibility Study Methodology</p> <p>Determine feasibility of impact on Academic Portfolio</p>	Annually	<p>Proposal Champion</p> <p>VP of Academic Services Division Chairs</p>	<p>New programs and facilities</p> <p>Follow timeline for projects as identified in the campus facility and design plan</p>
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Academic Services Action Plan 2023-2024 – Strategies. YEAR 5

Goal	Objective	Strategy Description	Desired Outcome	Timeline	Responsible Party(s)	Performance Measures
2,3,4		Program Development - Auto Technology: <ul style="list-style-type: none"> Hire an additional full-time Auto Tech Faculty 	Expansion of Auto Technology Program	2023-24	Dean of Instruction	Increase number of courses available in Auto Increase FTES in Auto Program Development of additional Auto certificates and degrees
2.3.4		Program Development - Kinesiology: <ul style="list-style-type: none"> New Sports Fields/Stadium 	Support program development and growth	2023-24	Kinesiology /Athletics & Facilities	Increase in FTES in Kinesiology Increase in offered Sport programs
3	3.1	Professional Development - Training: <ul style="list-style-type: none"> Assessment method training Training for alternate instructional technologies Discipline specific training Mandated training 	Improved student learning outcomes across the curriculum	2023-24	Human Resource Manager Flex Coordinator	Increase Student Success rates Increase number of non-duplicated participants in discipline-specific training Provide at least one Flex training a semester focused on technology and the classroom Provide New Faculty Orientation regarding technology and the classroom

3	3.2	Capacity Building – Institutional Technology Re-initiate implementation of Refresh Plan Year Three	Provide up-to-date reliable hardware for technology enhanced instruction	2023-24	IT Director	33% of campus technology Refreshed
2	2.3	Program Development – Nursing/Health Occupations <ul style="list-style-type: none"> • Revisit Strategic Planning process for Health Sciences and Medical Technologies • Sustain and further develop the LVN, Medical Assisting, Phlebotomy, EMS, LVN to RN Bridge, and Certified Nurse Assistant and Home Health Aid programs and any additional approved programs • Continue partnership with Lassen High School and support development of a health career pathway. • Ensure adequate space for all programs • Peruse regional, state, and federal funding opportunities • Gain of approval for Paramedic and Psych-Tech programs if deemed feasible 	Optimize program effectiveness	2023-24	LVN Director Division Chair Dean of Instructional Services	Maintain LVN and Phlebotomy accreditations Increase and sustain enrollment of all Nursing/Health Occupations programs.

2	3.4	Program Development – Equipment Replacement <ul style="list-style-type: none"> • Identify instructional equipment needing replacement or repair • Replace equipment as feasible 	Optimize program effectiveness	2023-24	VP of Academic Services Program faculty	Safe, effective equipment consistent with equipment in industry
3	3.4.c.	Vision: Institutional Development Once need for and feasibility of large-scale capital projects is determined, complete a large scale capital project begun in 2019-2020, which may include but is not limited to: <ul style="list-style-type: none"> • Gunsmithing Facility Expansion (indoor shooting range) • Infrastructure upgrades: air conditioning, remodel of instructional spaces • Agricultural/Rodeo/ Therapeutic Riding Expansion • Fitness/Athletic Facility Enhancement 	Write a proposal using Feasibility Study Methodology Determine feasibility of impact on Academic Portfolio	Annually	Proposal Champion VP of Academic Services Division Chairs	New programs and facilities Follow timeline for projects as identified in the campus facility and design plan

APPENDIX B - INSTITUTIONAL EFFECTIVENESS ACTION PLAN

Institutional Effectiveness Action Plan 2019-2020 – 17 Strategies							
Item #	Strat Goal	Objective	Strategy Description	Desired Outcome	Timeline	Responsible Party(s)	Performance Measures
1	1	1.5	Publish in an easily accessed electronic format, Key Performance Indicator and Performance Measurements (including job placement data) in support of Program Review and Institutional Effectiveness.	Improved accessibility and reliability of data	Fall 2019	Director of Institutional Effectiveness	Data informed decisions; increased transparency relative to reports due and benchmarks/standards set
2	2		Train and finish transition of SLOs to new system with reporting.	Improved SLO data for IPRs	Fall 2019	Director of Institutional Effectiveness	Faculty being able to view reports of their SLO data.
3	2	2.1	Expand EMP to include a section on enrollment management with outcomes and actionable plans for enrollment expectations.	A vetted and actionable plan to improve Institutional stability	Fall 2019	Academic Planning Committee	Has an actionable enrollment management document been implemented/adopted?
4	1	1.4	Evaluate grant performance and need for grant coordinator.	Determine if institution is achieving goals related to grants	Fall 2019	President's Cabinet	Report to campus with action items
5	3,4	1.6	Build on campus climate report from January 2018 with additional student focus group information (Spring 2018) and additional employee surveys to complete a comprehensive campus climate report.	Greater institutional understanding of LCC employee and student perspectives	Fall 2019	Director of Institutional Effectiveness Guided Pathways Team	Survey completed Spring 2018 and disseminated Fall 2018. Need to ensure recommendations are being used in planning process.
6	1	1.4	Develop proposal for a Strengthening Institutions (Title III) grant for submission.	Improved Student Learning Program and Services Methodologies	Summer 2019	Grant Writing Team	Title III Grant

7	1	1.1	Compile the initial Results of 2020 Self Evaluation Survey for Accreditation. Administer 2 nd Survey	Data to inform the 2020 Self Evaluation	Fall 2019	Director of Institutional Effectiveness	ISER under development. Survey will be completed Spring 2019.
8	1	1.1	Standards teams Compile evidence for standards; Institutional Self-evaluation written	Completed self-study with input from across constituent groups	Fall 2019	Accreditation Liaison Officer and Accreditation Chair	ISER under development. Survey will be completed Spring 2019.
9	1	1.5 1.6	Provide a training program for student learning outcomes/administrative unit outcomes assessment as part of new employee orientation and ongoing flex training.	Increased dialogue about and meaningful assessment of outcomes	Multi-year goal	Director of Institutional Effectiveness; Human Resources	Improved incorporation of recommendations based on outcome assessment data in program reviews. Increased user satisfaction with LCC services.
10	1	1.6	Continue regular training opportunities to encourage an understanding of collaboration and participatory governance.	Wider acceptance and institutionalization of the core principles of participatory governance; Improved campus community relations	Multi-year goal	Academic Senate; Director of Institutional Effectiveness	Increased participation in the participatory governance structure and improved annual evaluation.
11	1,4	1.6	Collaborate with cross constituent Guided Pathway Team and Division Chairs to create and implement Guided Pathways action plan	Increase Access and Retention: Stabilize Reserve and Enrollment	Multi-Year Goal	Director of Institutional Effectiveness Guided Pathway Team Division Chairs	Complete implementation of Guided Pathways plan with action steps
12	1	1.1	Review of 2020 Self Evaluation of Educational Quality and Institutional Effectiveness by all constituent groups and Consultation Council	Final draft approved by LCC Governing Board and submitted to ACCJC	December 2019	Accreditation Liaison	Reaffirmation of accreditation for a 7-year period without sanctions

13	3	3.1	Ensure grant opportunities are being used to financially support professional development.	Increased professional development opportunities through ability to bring in outside presenters	Multi-year Goal	Director of Human Resources; LCC Executive Cabinet	Increased number of outside presenters with increase participation by campus staff
14	1, 2, 4	1,4	Assess the relationship between poor attendance and lack of success in mathematics and science courses and identify the primary factor contributing to poor attendance.	Increased attendance and success through data-driven research outcomes.	Fall 2019	Director of Institutional Effectiveness	Improve student success and retention
15	1, 2, 4	1,4	Pilot a project to improve attendance in mathematics and science courses and assess impact on success rates	Increased attendance and success through data-driven research outcomes.	Fall 2019	Director of Institutional Effectiveness, Dean of Instruction	Improve student success and retention
16	1		Provide course, program and institutional SLO data to all programs for review, discussion and evaluation by faculty, and inclusion in program reviews (Institutional Effectiveness and Research). Make SLO data (especially achievement rates) accessible to everyone	More comprehensive review of SLO assessment info by faculty could result in SLO revisions, change of measurements or success thresholds, or instructional changes.	Fall 2019	Director of Institutional Effectiveness, Dean of Instruction	Improved effectiveness and appropriateness of SLO's in assessment of institutional effectiveness.
17	1		Evaluate effectiveness of curricular revisions for acceleration: student persistence to and success in ENGL 1 following enrollment in remedial English course (ENGL 105, ENGL 105A) pre- and post-implementation of the accelerated open access one-level below transfer course. Disaggregate by delivery modality.	Affirmation of curricular changes for acceleration leading to increased student success and completion of transfer-level English. Potential for additional curricular changes to meet internet.	Fall 2019	Director of Institutional Effectiveness, Dean of Instruction	Increased student success and completion of transfer-level English.

Institutional Effectiveness Action Plan 2020-2021 – 5 Strategies							
Item #	Goal	Objective	Strategy Description	Desired Outcome	Timeline	Responsible Party(s)	Performance Measures
18	1	1.1	Prepare for Site Visit to validate 2020 Self Evaluation of Educational Quality and Institutional Effectiveness	Maintain Accreditation Status without sanctions	Spring 2020	Accreditation Liaison	Reaffirmation of Accreditation March 9, 2020
19	1	1.5	Expansion of available data and broader use of Key Performance Indicator and Performance Measurements by LCC stakeholders	Improved accessibility and reliability of data	Multi-year Goal	Director of Institutional Effectiveness	Data informed decisions
20	1	1.5	Multiple cycles of outcomes assessment along with action plans will have been entered into a database and made available to staff completing program reviews and annual updates.	Institutionalization of the assessment cycle and integrated planning	Multi-year goal	Director of Institutional Effectiveness	Data driven planning documents with greater credibility
21	4	4.1	Implement Retention Improvement Plan.	Stabilize reserve and Improve student success	Multi – Year Goal	Vice-president of Academic Services and Dean of Student Services	Published plans

Institutional Effectiveness Action Plan 2021-2022 – 1 Strategy							
Item #	Goal	Objective	Strategy Description	Desired Outcome	Timeline	Responsible Party(s)	Performance Measures
22	4	4.1	Evaluate and Update Retention Improvement Plan.	Stabilize reserve and Improve student success	Multi – Year Goal	Vice-president of Academic Services and Dean of Student Services	Published plans

Institutional Effectiveness Action Plan 2022-2023 – 1 Strategy							
Item #	Goal	Objective	Strategy Description	Desired Outcome	Timeline	Responsible Party(s)	Performance Measures
23	4	4.1	Implement Updated Retention Improvement Plan.	Stabilize reserve and Improve student success	Multi – Year Goal	Vice-president of Academic Services and Dean of Student Services	Published plans

Institutional Effectiveness Action Plan 2023-2024 – 1 Strategy							
Item #	Goal	Objective	Strategy Description	Desired Outcome	Timeline	Responsible Party(s)	Performance Measures
24	4	4.1	Implement Updated Retention Improvement Plan.	Stabilize reserve and Improve student success	Multi – Year Goal	Vice-president of Academic Services and Dean of Student Services	Published plans

APPENDIX C - STUDENT SERVICES ACTION PLAN

The Student Services Master Plan Action Plan for 2019-2024 consists of five major emphases or foci:

Student Services Action Plan 2019-2020 – 7 Strategies						
Goal	Objective	Strategy Description	Desired Outcome	Timeline	Responsible Party(s)	Performance Measures
4		Outreach Implementation- Financial Aid <ul style="list-style-type: none"> Assess and implement steps to increase student access and the actual awarding of financial aid 	Increase the number of students who apply for financial aid. Goal: 90% of eligible LCC students completing a FAFSA	2019-2020	-Director of Financial Aid -V.P. of Administrative Services	Payment of partial Pell before school starts. More outreach activities for financial aid
3		Program Development- <ul style="list-style-type: none"> Implement goals of the Student Equity Plan to increase access and success of target populations. 	Increase the access, retention, completion, and transfer rates of all women, veterans, Native Americans and foster youth.	2019-2020	-Dean of Student Services -Assoc. Dean Student Services- V.P. of Academic Services -Director of Institutional Effectiveness and Research -Division Chairs -Student Services Management Group	An increase of students in all areas of the Student Equity Report.
3		Program Development- Program Review <ul style="list-style-type: none"> Review staffing, facility and student service programs making recommendations for departmental changes to improve LCC's service to students 	Have all open positions filled timely and run a fully staffed student services department	2019-2020	- Dean of Student Services - V.P. of Academic Services -Student Services Management Group	Timely completion of all student services NIPR's Filling of open positions
3/4		Capacity Building- Technology Improvement Improve technology services in Admissions and Records, Financial Aid, Categoricals and Counseling: <ul style="list-style-type: none"> Scanning technology for student records Improved communication for FASFA information 	To improve efficiency and effectiveness	2019-2020	-Dean of Student Services -Assoc Dean of Student Services -Admissions and Records -Financial Aid -Counseling Department	Use grant and other monies to purchase and implement the suggested technology if applicable and if not use district funds.

		<ul style="list-style-type: none"> • Document imaging • Starfish • E-communications in all Student Services departments 				
4		<p>Program Development- Student Life</p> <p>Prepare for an increase in international recruitment and address the Student Life NIPR recommendation to more adequately staff 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"> • coordinate clubs (i.e. new international club) • develop an advisors manual for student organizations and clubs • help manage and supervise the activities and events sponsored by ASB including statewide and regional conferences/assemblies • assist in student leadership development, prepare and work with club advisors • Dirt walking trail • Drug Prevention 	To improve the sense of community on campus for students, staff and faculty and to improve the diversity of student experiences on campus	2019-2020	<p>-Dean of Student Services</p> <p>-V.P. of Academic Services</p> <p>-Outreach Coordinator</p> <p>-Director of Athletic Operations</p>	<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> <p>Utilize the Outreach Coordinator to recruit international students from a variety of countries around the world.</p> <p>A robust intramural program that serves students with varying extracurricular interests.</p>
1/4		<p>Program Development- Student Success</p> <ul style="list-style-type: none"> • The development of an extreme early alert system to identify students who are struggling in their classes and help them to succeed. • Data driven student messaging system pulled from Open CCC Apply and FAFSA 	A system to identify earlier students who are struggling in their classes.	2019-2020	<p>-Dean of Student Services</p> <p>-V.P. of Academic Services</p>	Dean of Student Services, faculty, counseling staff and admissions & records staff will meet to discuss possibilities.
		<p>Capital Development- Student Life and Access</p> <ul style="list-style-type: none"> • Replace carpet in DSPS and remodel lab area for effective use 	Increased student life, safety and access for students with disabilities.	2019-2020	<p>Dean of Student Services</p> <p>Director of Facilities</p>	Scheduled plan of all projects and timelines for completion.

		<ul style="list-style-type: none">• Finish Recreation in Dorms• Finish weight room, computer lab, and remodel of one end of dorms for student life.• Continue remodel of rooms.• Refinish Playground for CDC.• Nursing Lounge for mothers.• Veterans Center.• Add changing tables in bathrooms.• Redo bathrooms to be ADA compliant.				
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Student Services Plan 2020-2021 – 3 Strategies

Goal	Objective	Strategy Description	Desired Outcome	Timeline	Responsible Party(s)	Performance Measures
3		Program Development- Program Review <ul style="list-style-type: none"> Review staffing, facility and student service programs making recommendations for departmental changes to improve LCC's service to students 	Review and utilize position openings as opportunities to improve student services over the next 24 months	2020-2021	-Dean of Student Services Management Group	
2		Professional Development- Online Services <ul style="list-style-type: none"> Training to implement online counseling and other online services. 	Integration of online counseling and student services for a growing online student population	2020-2021	-Dean of Student Services,	
1		Professional Development- All Staff Training <ul style="list-style-type: none"> Implementation of a Student Services Professional Development plan 	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	2020-2021	-Dean of Student Services	

Student Services Plan 2021-2022 - 3 Strategies

Goal	Objective	Strategy Description	Desired Outcome	Timeline	Responsible Party(s)	Performance Measures
3		Program Development- Program Review <ul style="list-style-type: none"> Annually review the staffing, facility and student service programs making recommendations for departmental changes to improve LCC's service to students 	Review and utilize position openings as opportunities to improve student services over the next 24 months	2021-2022	-Dean of Student Services -Student Services Management Group	
2		Professional Development- Online Services <ul style="list-style-type: none"> Training for online counseling and other online services. 	Integration of online counseling and student services for a growing online student population	2021-2022	-Dean of Student Services	
1		Professional Development- All Staff Training <ul style="list-style-type: none"> Implementation of a Student Services Professional Development plan 	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	2021-2022	-Dean of Student Services	

Student Services Plan 2022-2023 - 3 Strategies

Goal	Objective	Strategy Description	Desired Outcome	Timeline	Responsible Party(s)	Performance Measures
3		Program Development- Program Review <ul style="list-style-type: none"> Annually review the staffing, facility and student service programs making recommendations for departmental changes to improve LCC's service to students 	Review and utilize position openings as opportunities to improve student services over the next 24 months	2022-2023	-Dean of Student Services -Student Services Management Group	
2		Professional Development- Online Services <ul style="list-style-type: none"> Training for online counseling and other online services. 	Integration of online counseling and student services for a growing online student population	2022-2023	-Dean of Student Services	
1		Professional Development- All Staff Training <ul style="list-style-type: none"> Implementation of a Student Services Professional Development plan 	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	2022-2023	-Dean of Student Services	

Student Services Plan 2023-2024 - 3 Strategies

Goal	Objective	Strategy Description	Desired Outcome	Timeline	Responsible Party(s)	Performance Measures
3		Program Development- Program Review <ul style="list-style-type: none"> Annually review the staffing, facility and student service programs making recommendations for departmental changes to improve LCC's service to students 	Review and utilize position openings as opportunities to improve student services over the next 24 months	2023-2024	-Dean of Student Services -Student Services Management Group	
2		Professional Development- Online Services <ul style="list-style-type: none"> Training for online counseling and other online services. 	Integration of online counseling and student services for a growing online student population	2023-2024	-Dean of Student Services	
1		Professional Development- All Staff Training <ul style="list-style-type: none"> Implementation of a Student Services Professional Development plan 	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	2023-2024	-Dean of Student Services	

APPENDIX D - INSTITUTIONAL TECHNOLOGY ACTION PLAN

Institutional Technology Action Plan 2019-2020 – 6 Strategies						
Goal	Objective	Strategy Description	Desired Outcome	Timeline	Responsible Party(s)	Achievement / Target
3	3.1.l.	Maximize capacity in Ellucian Colleague	Increase capacity to communicate with students, faculty and staff	Fall 2019	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 MyLassen Portal /website	Fall 2019	IT, ITPC	Added online service capability and training for students, faculty and staff
			Survey users for feedback	Fall 2019	IT, ITPC, IE	
			Update website as needed	Fall 2019	IT, VP of Instructional Services, Dean of Student Services	
3	3.2.f.	Implement Technology Refresh Plan Year 5	Assure state-of-the art technology maintained at LCC	Spring 2020	VP of Administrative Services, IT	Implement and evaluate
3	3.2.e.	Review wireless network coverage inside buildings and in outdoor common	Reliable signal strength in areas that students, faculty, and staff	Spring 2020	IT	Internal report on wireless network statistics, including number of clients, amount of data transferred,
		Expand Implementation of Hyland document imaging solution	Expanded Implementation of Document Imaging	2019-20	IT, VP of Administrative Services, Dean of Student Services	More departments using Document Imaging
		Maximize Capacity in Canvas	Reliable Online Course Management System for Faculty & Students to use	Fall 2019	IT, VP of Academic Services	Implement & evaluate
		Implement Starfish	Increase student retention and student completion	2019-20	Dean of Student Service, VP of Academic Services, IT	Implement Hobson’s Starfish Retention Alert and Degree Planning

Institutional Technology Action Plan 2020-2021 – 6 Strategies						
Goal	Objective	Strategy Description	Desired Outcome	Timeline	Responsible Party(s)	Achievement / Target
3	3.1.l.	Maximize capacity in Ellucian Colleague	Increase capacity to communicate with students, faculty and staff	Fall 2020	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 Survey users for feedback Update website as needed	Fall 2020 Fall 2020 Fall 2020	IT, ITPC IT, ITPC, IE IT, VP of Instructional Services, Dean of Student Services	Added online service capability and training for students, faculty and staff
		Expand Implementation of Hyland document imaging solution to additional areas	Expanded Implementation of Document Imaging and increase web forms	2020-21	IT, VP of Administrative Services, Dean of Student Services	Implement and evaluate
3	3.2.g.	Implement Technology Refresh Plan Year 6	Assure state-of-the art technology maintained at LCC	Spring 2021	VP of Administrative Services, IT	Implement and 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 2021	IT	Internal report on wireless network statistics, including number of clients, amount of data transferred, average session length, etc. showing an increase
		Maximize Capacity in Canvas	Reliable Online Course Management System for Faculty & Students to use – CCC OEI	Fall 2020	IT, VP of Academic Services	Plan and Implement
		Maximize Capacity in Starfish	Increase student retention and student completion	2020-21	Dean of Student Service, VP of Academic Services, IT	Implement and evaluate

Institutional Technology Action Plan 2021-2022 – 6 Strategies						
Goal	Objective	Strategy Description	Desired Outcome	Timeline	Responsible Party(s)	Achievement / Target
3	3.1.l.	Maximize capacity in Ellucian Colleague	Increase capacity to communicate with students, faculty and staff	Fall 2021	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 Survey users for feedback Update website as needed	Fall 2021 Fall 2021 Fall 2021	IT, ITPC IT, ITPC, IE IT, VP of Instructional Services, Dean of Student Services	Added online service capability and training for students, faculty and staff
		Maximize Capacity in Hyland document imaging	Increase web forms and departmental use	Fall 2021	IT, VP of Administrative Services, Dean of Student Services	Implement and evaluate
3	3.2.h.	Implement Technology Refresh Plan Year 7	Assure state-of-the art technology maintained at LCC	Spring 2022	VP of Administrative Services, IT	Implement and 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 2022	IT	Internal report on wireless network statistics, including number of clients, amount of data transferred, average session length, etc. showing an increase
		Maximize Capacity in Canvas	Reliable Online Course Management System for Faculty & Students to use – CCC OEI	Fall 2021	IT, VP of Academic Services	Implement and evaluate
		Maximize Capacity in Starfish	Increase student retention and student completion	2021-22	Dean of Student Service, VP of Academic Services, IT	Implement and evaluate

Institutional Technology Action Plan 2022-2023 6 Strategies						
Goal	Objective	Strategy Description	Desired Outcome	Timeline	Responsible Party(s)	Achievement / Target
3	3.1.l.	Maximize capacity in Ellucian Colleague	Increase capacity to communicate with students, faculty and staff	Fall 2022	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 Survey users for feedback Update website as needed	Fall 2022 Fall 2022 Fall 2022	IT, ITPC IT, ITPC, IE IT, VP of Instructional Services, Dean of Student Services	Added online service capability and training for students, faculty and staff
		Maximize Capacity in Hyland document imaging	Increase web forms and departmental use	Fall 2022	IT, VP of Administrative Services, Dean of Student Services	Implement and evaluate
3	3.2.e.	Review wireless network coverage inside buildings and in outdoor common	Reliable signal strength in areas that students, faculty, and staff	Spring 2023	IT	Internal report on wireless network statistics, including number of clients, amount of data transferred,
3	3.2.h.	Implement Technology Refresh Plan Year 8	Assure state-of-the art technology maintained at LCC	Spring 2023	VP of Administrative Services, IT	Implement and evaluate
		Maximize Capacity in Canvas	Reliable Online Course Management System for Faculty & Students to use – CCC OEI	Fall 2022	IT, VP of Academic Services	Implement and evaluate
		Maximize Capacity in Starfish	Increase student retention and student completion	2022-23	Dean of Student Service, VP of Academic Services, IT	Implement and evaluate

Institutional Technology Action Plan 2023-2024 – 6 Strategies						
Goal	Objective	Strategy Description	Desired Outcome	Timeline	Responsible Party(s)	Achievement / Target
3	3.1.l.	Maximize capacity in Ellucian Colleague	Increase capacity to communicate with students, faculty and staff	Fall 2023	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 Survey users for feedback Update website as needed	Fall 2023 Fall 2023 Fall 2023	IT, ITPC IT, ITPC, IE IT, VP of Instructional Services, Dean of Student Services	Added online service capability and training for students, faculty and staff
		Maximize Capacity in Hyland document imaging	Increase web forms and departmental use	Fall 2023	IT, VP of Administrative Services, Dean of Student Services	Implement and evaluate
3	3.2.e.	Review wireless network coverage inside buildings and in outdoor common	Reliable signal strength in areas that students, faculty, and staff	Spring 2024	IT	Internal report on wireless network statistics, including number of clients, amount of data transferred,
3	3.2.h.	Implement Technology Refresh Plan Year 9	Assure state-of-the art technology maintained at LCC	Spring 2024	VP of Administrative Services, IT	Implement and evaluate
		Maximize Capacity in Canvas	Reliable Online Course Management System for Faculty & Students to use – CCC OEI	Fall 2024	IT, VP of Academic Services	Implement and evaluate
		Maximize Capacity in Starfish	Increase student retention and student completion	2023-24	Dean of Student Service, VP of Academic Services, IT	Implement and evaluate

APPENDIX E - HUMAN RESOURCES ACTION PLAN

Human Resources Plan 2018-2019 – 9 strategies						
Goal	Obj.	Strategy Description	Desired Outcome	Timeline	Responsible Party(s)	Achievement Target
3		Update employee handbook	Relevant handbook	2018-2019	Director of Human Resources in partnership with Human Resources Committee	Published Update
3		Update Selection & Hiring Manual	Relevant handbook	2018-2019	Director of Human Resources in partnership with Human Resources Committee	Published Update
2, 3		Implement electronic On-Boarding and evaluations	Integrate the secure electronic personnel information system	2018-2019	Director of Human Resources	100% of employees recruited, hired and evaluated in the new system
3		Develop a mentoring program to introduce new employees to campus services and personnel.	To comfortably and professionally integrate new employees into the campus community	2018-2019	Director of Human Resources in partnership with Human Resources Committee	80% of new employees surveyed will be satisfied with this experience.
3		Assess electronic on-boarding and evaluation system	Integrate the secure electronic evaluation system	2018-2019	Director of Human Resources	100% of employees evaluated in the new system
3		Evaluate the mentoring program for new employees.	Maintain or improve the Mentoring Program.	2018-2019	Director of Human Resources in partnership with Human Resources Committee	80% of new employees surveyed will be satisfied with the program.
4		HR101 Training for Managers / Administration	To help managers and administration provide better support for employees.	2018-2019	Director of Human Resources in partnership with Human Resources Committee	80% of employees surveyed will be satisfied with the trainings
4		Phase II FRISK Training for Managers / Administration	To help managers and administration provide better support for employees	2018-2019	Director of Human Resources in partnership with Human Resources Committee	80% of employees surveyed will be satisfied with the trainings
1, 4		EEO Training	To better train staff in recruitment process	2018-2019	Director of Human Resources in partnership with Human Resources Committee	80% of employees surveyed will be satisfied with the trainings
2		Directory Boards in Buildings and Telephone Lists with Building Locations	Easier travel and communication across campus	2018-2019	Director of Human Resources in partnership with Human Resources Committee	80% of employees surveyed will be satisfied with the new signage

*Becomes a standard after this year

Human Resources Plan 2019-2020 – 2 strategies

Goal	Obj.	Strategy Description	Desired Outcome	Timeline	Responsible Party(s)	Achievement Target
3		Assess electronic on-boarding and evaluation system	Integrate the secure electronic evaluation system	2019-2020	Director of Human Resources	100% of employees evaluated in the new system
3		Evaluate the mentoring program for new employees.	Maintain or improve the Mentoring Program.	2019-2020	Director of Human Resources in partnership with Human Resources Committee	80% of new employees surveyed will be satisfied with the program.

Human Resources Plan 2020-2021 – 2 strategies

Goal	Obj.	Strategy Description	Desired Outcome	Timeline	Responsible Party(s)	Achievement Target
3		Comprehensive review of the employee handbook	Relevant handbook	2020-2021	Director of Human Resources in partnership with Human Resources Committee	Published Update
3		Comprehensive review of the Selection & Hiring Manual	Relevant handbook	2020-2021	Director of Human Resources in partnership with Human Resources Committee	Published Update

Human Resources Plan 2021-2022 – 2 strategies

Goal	Obj.	Strategy Description	Desired Outcome	Timeline	Responsible Party(s)	Achievement Target
3		Comprehensive review of the employee handbook	Relevant handbook	2021-2022	Director of Human Resources in partnership with Human Resources Committee	Published Update
3		Comprehensive review of the Selection & Hiring Manual	Relevant handbook	2021-2022	Director of Human Resources in partnership with Human Resources Committee	Published Update

Human Resources Plan 2022-2023 – 2 strategies

Goal	Obj.	Strategy Description	Desired Outcome	Timeline	Responsible Party(s)	Achievement Target
3		Comprehensive review of the employee handbook	Relevant handbook	2022-2023	Director of Human Resources in partnership with Human Resources Committee	Published Update
3		Comprehensive review of the Selection & Hiring Manual	Relevant handbook	2022-2023	Director of Human Resources in partnership with Human Resources Committee	Published Update

Human Resources Plan 2023-2024 – 2 strategies						
Goal	Obj.	Strategy Description	Desired Outcome	Timeline	Responsible Party(s)	Achievement Target
3		Comprehensive review of the employee handbook	Relevant handbook	2023-2024	Director of Human Resources in partnership with Human Resources Committee	Published Update
3		Comprehensive review of the Selection & Hiring Manual	Relevant handbook	2023-2024	Director of Human Resources in partnership with Human Resources Committee	Published Update

Human Resources Plan - Strategies that have been met and are Ongoing						
Goal	Obj.	Strategy Description	Desired Outcome	Timeline	Responsible Party(s)	Achievement Target
3		Timely and accurate compliance tracking: Tuberculosis testing	All staff in compliance with Education Code mandates.	2015-2016	Director of Human Resources	All employees are current with Tuberculosis testing.
3		*Identify new training regulations	Identify new mandated training and implement new training modules	2015-2016	Director of Human Resources in partnership with Human Resources Committee	Relevant mandated training

APPENDIX F - Human Resources Master Plan – Professional Development Plan

Professional Development Plan 2018-2019 – 7 strategies						
Goal	Obj.	Strategy Description	Desired Outcome	Timeline	Responsible Party(s)	Achievement Target
1	1.1	Provide activities and training on effective practices of conflict resolution.	All staff and faculty as appropriate trained	Ongoing	Director of Human Resources	All groups will participate
2	2.4	Provide faculty and staff with discipline-specific/ job specific training opportunities.	Highly qualified faculty and staff.	Ongoing	Vice President of Academic Services Flex Faculty and Staff Coordinator	Increased knowledge, skills and abilities for targeted employees.
2	2.4	Provide customer service training	Improved customer relations	Ongoing	Human Resources Committee/ Flex Faculty and Staff Coordinator	Fewer complaints
2	2.5	Include at least one training during flex each year focused on enhancing awareness about institutional and individual responsibilities and roles for student success.	Identify barriers to student persistence	Ongoing	Vice President of Academic Services/ Director of Institutional Effectiveness/ Flex Faculty and Staff Coordinator	Increased enrollment, persistence and retention
4	4.1	Provide workshops to promote proficiency in using the Datatel management information system-	Improved ability to use Datatel	Ongoing as needed.	Dept. Managers	Reinstate Datatel Users Group
4	4.1	Provide online delivery training to employees (Canvas)	Increased customer service to students.	Ongoing	Vice President of Academic Services	Fewer student complaints
4	4.1	Provide software training to support changing technology	Increased competency	Ongoing		Increase in competency per workshop evaluation

Professional Development Plan 2019-2020 – 7 strategies						
Goal	Obj.	Strategy Description	Desired Outcome	Timeline	Responsible Party(s)	Achievement Target
1	1.1	Provide activities and training on effective practices of conflict resolution.	All staff and faculty as appropriate trained	Ongoing	Director of Human Resources	All groups will participate
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4	4.1	Provide workshops to promote proficiency in using the Datatel management information system-	Improved ability to use Datatel	Ongoing as needed.	Dept. Managers	Reinstate Datatel Users Group
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Professional Development Plan 2020-2021 – 7 strategies						
Goal	Obj.	Strategy Description	Desired Outcome	Timeline	Responsible Party(s)	Achievement Target
1	1.1	Provide activities and training on effective practices of conflict resolution.	All staff and faculty as appropriate trained	Ongoing	Director of Human Resources	All groups will participate
2	2.4	Provide faculty and staff with discipline-specific/ job specific training opportunities.	Highly qualified faculty and staff.	Ongoing	Vice President of Academic Services Flex Faculty and Staff Coordinator	Increased knowledge, skills and abilities for targeted employees.
2	2.4	Provide customer service training	Improved customer relations	Ongoing	Human Resources Committee/ Flex Faculty and Staff Coordinator	Fewer complaints
2	2.5	Include at least one training during flex each year focused on enhancing awareness about institutional and individual responsibilities and roles for student success.	Identify barriers to student persistence	Ongoing	Vice President of Academic Services/ Director of Institutional Effectiveness/ Flex Faculty and Staff Coordinator	Increased enrollment, persistence and retention
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Professional Development Plan 2021-2022 – 7 strategies						
Goal	Obj.	Strategy Description	Desired Outcome	Timeline	Responsible Party(s)	Achievement Target
1	1.1	Provide activities and training on effective practices of conflict resolution.	All staff and faculty as appropriate trained	Ongoing	Director of Human Resources	All groups will participate
2	2.4	Provide faculty and staff with discipline-specific/ job specific training opportunities.	Highly qualified faculty and staff.	Ongoing	Vice President of Academic Services Flex Faculty and Staff Coordinator	Increased knowledge, skills and abilities for targeted employees.
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4	4.1	Provide workshops to promote proficiency in using the Datatel management information system-	Improved ability to use Datatel	Ongoing as needed.	Dept. Managers	Reinstate Datatel Users Group
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4	4.1	Provide software training to support changing technology	Increased competency	Ongoing		Increase in competency per workshop evaluation

Professional Development Plan 2022-2023 – 7 strategies						
Goal	Obj.	Strategy Description	Desired Outcome	Timeline	Responsible Party(s)	Achievement Target
1	1.1	Provide activities and training on effective practices of conflict resolution.	All staff and faculty as appropriate trained	Ongoing	Director of Human Resources	All groups will participate
2	2.4	Provide faculty and staff with discipline-specific/ job specific training opportunities.	Highly qualified faculty and staff.	Ongoing	Vice President of Academic Services Flex Faculty and Staff Coordinator	Increased knowledge, skills and abilities for targeted employees.
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4	4.1	Provide software training to support changing technology	Increased competency	Ongoing		Increase in competency per workshop evaluation

Professional Development Plan - Strategies that have been met and are ongoing						
Goal	Obj.	Strategy Description	Desired Outcome	Timeline	Responsible Party(s)	Achievement Target
1	1.1	*Recognize faculty and staff success, both personal and professional.	Improved morale and interpersonal relationships	Ongoing	LCC Website & Convocations	
1	1.1	*Provide training opportunities to encourage an understanding of collaboration and shared governance.	Consultation Council Members trained and disseminate information to constituency groups.	Ongoing	Director of Human Resources/Associate Dean of Institutional Effectiveness	All appropriate faculty and staff are trained
2	2.1	*Continue training program for Student Learning Outcomes (SLOs) and Administrative Unit Outcomes (AUOs).	All staff and faculty (targeting new employees) as appropriate trained regarding SLOs/AUOs	Ongoing	Director of Institutional Effectiveness	All appropriate faculty and staff are trained
2	2.2	*Timely, accurate and effective state and federal mandated trainings and compliance tracking: <ul style="list-style-type: none"> • Child Abuse Reporting Training • Equal Employment Opportunity • Disaster Preparedness • Family Education Rights to Privacy Acts (FERPA) • Title IX 	All staff and faculty trained and/or in compliance with federal and state mandates	Ongoing	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	Faculty skilled in alternative instructional delivery leading to higher levels of student success for students enrolled in online, correspondence and hybrid delivery mode courses	Ongoing	Flex Faculty and Staff Coordinator	Obtain higher level of student learning, retention, and success as compared to 2011-2012 baseline measures
3	3.1	*Provide training and activities each academic year on cultural diversity and communication practices.	Broaden the cultural awareness of LCC community	Ongoing	Director of Human Resources in partnership with Human Resources Committee/ Flex Faculty and Staff Coordinator	A minimum of 4 events

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**Contact for the
LASSEN COMMUNITY COLLEGE
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