

LASSEN COMMUNITY COLLEGE

COMPREHENSIVE INSTITUTIONAL MASTER PLAN
(CIMP)



2022-2027

Cabinet Approval: (September 8, 2023)

Consultation Council Approval: (September 11, 2023)

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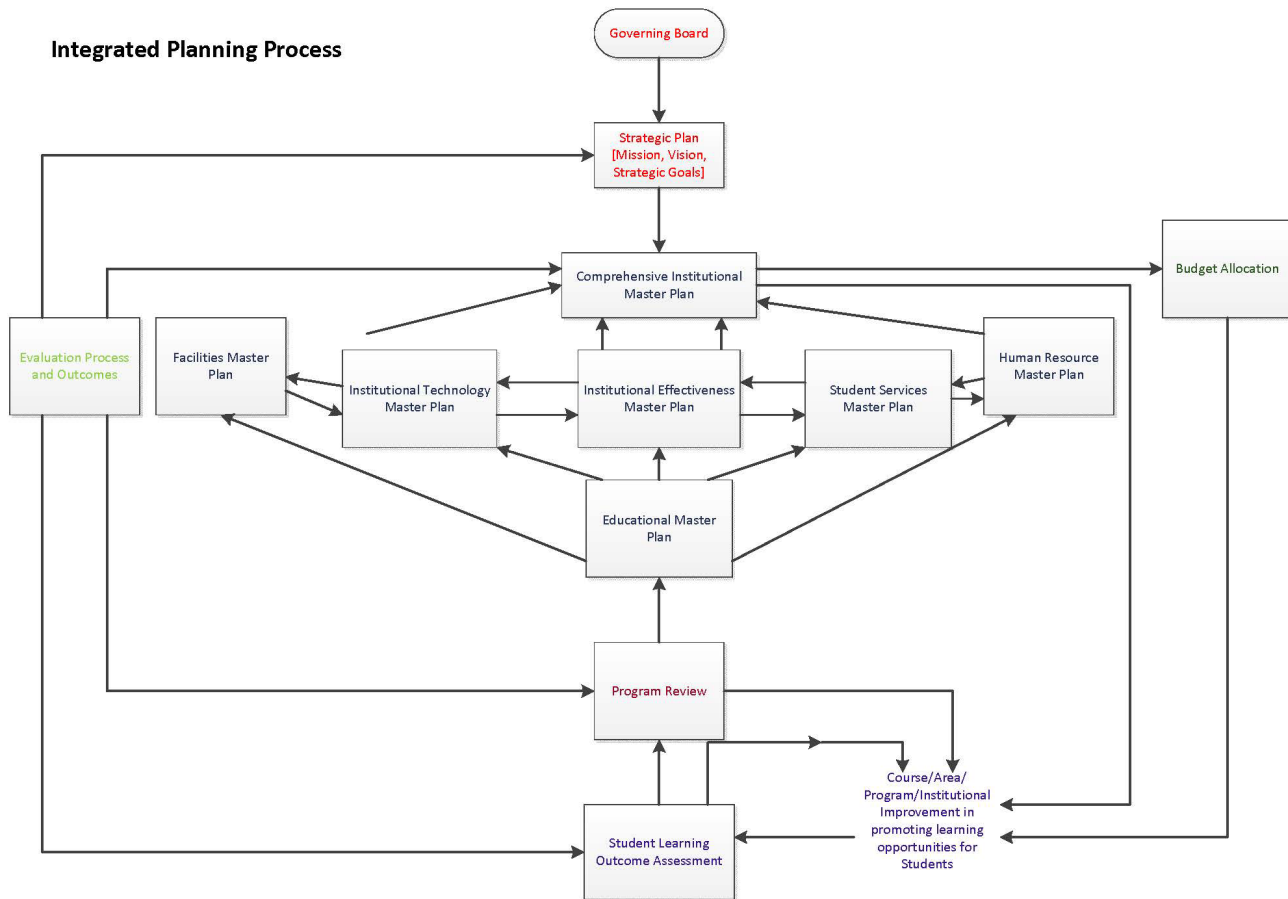
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Section I - Executive Summary:

The Comprehensive Institution Master Plan (CIMP) is a compilation of a year’s worth of institutional planning. The CIMP takes into account all of the accomplishments and challenges that the college has faced focusing on the direction of the college during the next five years. Annually, the LCC Governing Board in cooperation with the President’s Cabinet affirms the College’s Mission, Vision, Values, and Strategic Goals. In 2022-2023, the entire planning process was evaluated and updated to make it more meaningful and understandable. The new planning process was presented to employees during Spring 2023 Convocation. As one can see from the planning process diagrams on the next two pages, the following major groups on-campus complete Master Plans that feed into the CIMP: Educational; Institutional Effectiveness; Students Services; Institutional Technology; Facilities; and Human Resources / Professional Development. With a focus on the Strategic Goals, each Master Planning Committee identifies on their own goals, objectives, and strategies to best meet their individual benchmarks. Each Master Planning Group revisits their plan annually, reassessing goal attainment, and providing updates.



**COMPREHENSIVE INSTITUTIONAL MASTER PLAN (CIMP)
(FIVE TO TEN YEAR)**

Mission

Lassen Community College provides educational 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 diverse students, both on campus and in outreach areas in its effort to build intellectual growth, human perspective and economic potential.

Strategic Goal 1
Institutional
Effectiveness

Strategic Goal 2
Learning Opportunities

Strategic Goal 3
Resource Management

Strategic Goal 4
Student Success

INSTITUTIONAL SET STANDARDS/STRATEGIC INITIATIVES

PROGRAM REVIEWS

Educational Master Plan
Student Services Plan
Technology Plan
Facilities and Site Plan
Human Resources Plan
Institutional Effectiveness

Comprehensive Institutional Master Plan

Budget Committee/Resource Allocation

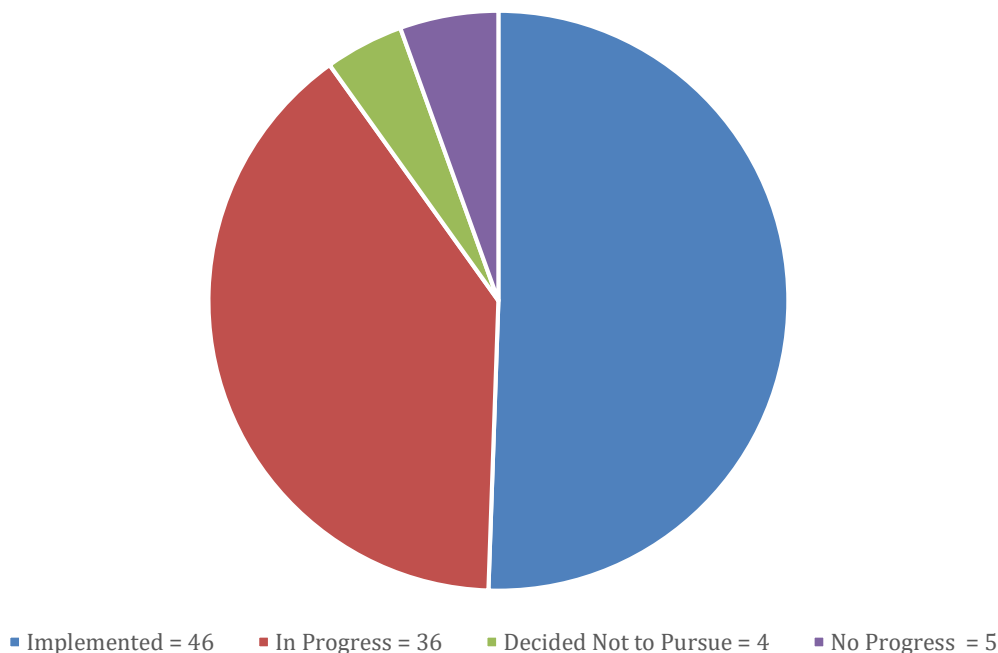
**IMPLEMENTATION OF ANNUAL PLANS AND
STRATEGIC INITIATIVES**

**ASSESSMENT OF ANNUAL PLANS AND
STRATEGIC INITIATIVES**

YEAR-END REPORT OF PLANS AND STRATEGIC INITIATIVES

In past CIMPs, each goal, objective and strategy from every individual Master Plans was listed in the CIMP. In review of our planning process, since all goals, objectives, and strategies are listed in individual Master Plans, we decided reporting every goal, objective, and strategies in the CIMP was unnecessary. However, we recognize that it is important to provide an update from last year’s CIMP to this year’s CIMP. In the past year, Lassen College employees have made great strides toward accomplishing Master Plan goals, objectives, and strategies listed in the previous CIMP. Please see the chart below for a visual representation of our progress.

All Goals, Objectives, and Strategies
from CIMP 2021-2026 = 92 items



As one can see, in the past year, Lassen Community College employees have been able to fully implement 50% of our tasks from the previous CIMP. In addition, another 39% of tasks are in-progress. This only leaves 11% of the tasks that either are no longer applicable or in which we have not made any progress thus far. If one is interested in detailed information, the original spreadsheet from the last CIMP where each individual goal, objective, and strategy listed is included for reference in the Appendix.

In an effort to create a CIMP that is more meaningful and valuable, this CIMP focuses less on details and more on overall strategies for Lassen Community College to meet the needs of students, community members, employees, and stakeholders. The remainder of this CIMP is broken down into the following areas:

- Section II – Master Plan Themes
- Section III – Strengths, Weaknesses, Opportunities, and Threats (SWAT) Analysis
- Section IV – Future Focus
- Section IV – Appendix
 - Individual Master Plans
 - Detailed analysis of last year’s goals, objectives, and strategies

- The history of the college
- Master planning history
- Lassen Community College District Strategic Plan
- Common planning terms and definitions
- 2021-2022 Action Plan Brief

Section II – Master Plan Themes

All of the Master Plans are built on the foundation of strategic goals. The strategic goals for 2024-2029 as revised by the Governing Board on August 8, 2023 are listed below:

Strategic Goal # 1 (Institutional Effectiveness): Provide the governance, leadership, integrated planning and accountability structures, and processes to effectively support an inclusive 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 equity and learning while meeting 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.

In relation to the strategic goals, each Master Plan has detailed information defining committee goals, objectives, and strategies. The overall themes from each Master Plan are identified below:

1. Educational Master Plan (October 24, 2022)

The Educational Master Plan’s focus is on growing Lassen Community College enrollment. In this plan, multiple potential student groups are targeted through creating innovative and desirable curriculum. Increased enrollment is desired in the following areas: Justice impacted individuals; Adult education non-credit; Community education; Health occupations; and Athletics. Curriculum exploration is a key component of enrollment growth and efforts have been made to expand coursework and develop new courses, programs, and a potential bachelor’s degree program.

2. Institutional Effectiveness Master Plan (February 13, 2023)

The Institutional Effectiveness Master Plan’s overall goal is to provide research and data collection to employees as necessary guidance to make informed decisions. The Office of Institutional Effectiveness is dedicated to compiling data that is easy to understand, process, and use in reports such as Instructional Program Review (IPR) and Non-Instructional Program Review

(NIPR). An encompassing goal of this Master Plan is to provide accessible on data public dashboards.

3. Student Services Master Plan (April 10, 2023)

The Student Services Master Plan is geared toward providing quality services to every student. The theme of this plan is to: Improve use of computerized systems; Increase student success and retention rates; Increase enrollment through outreach and student engagement; Close equity gaps; Increase students transferring to universities; and Improve employment rates of graduates.

4. Institutional Technology Master Plan (July 24, 2023)

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.

5. Facilities Master Plan (August 14, 2023)

The Facilities Master Planning Committee recognizes that Lassen Community College needs many repairs and updates in order to operate effectively. The Master Plan's themes include: Improving ADA compliance; Improving infrastructure reliability; and Improving effectiveness of the Facilities Department by streamlining processes.

6. Human Resources Master Plan and Development Plan (July 24, 2023)

The Human Resources Master Plan focuses on creating an environment where all employees are motivated to provide exceptional customer service. The theme of this plan is: Recruiting potential new employee; Selecting quality job candidates; Employee professional development; Employee evaluation process; and Maintaining employee records.

Section III – Strengths, Weaknesses, Opportunities, and Threats (SWAT Analysis)

Lassen Community College is dedicated to providing quality instruction, counseling, and other services our to students. As any institution, our college has strengths, weaknesses, opportunities, and threats. For the duration of this CIMP through 2027, we will need to come together and focus on our strengths while mitigating our internal and external threats. As a college, we are proud of our many strengths and these include:

- Able to enact changes quickly across campus
- Dedicated administrators who are long-time community members
- Growing enrollment while other community colleges enrollments remain stagnant or are declining
- Improving student success rates (completion, persistence, and retention)

- Quality education provided to all students including justice impacted students
- Strong student athlete recruitment

While we have many strengths in our favor, we also have weaknesses and many of these are identified in individual Master Plans. These weaknesses include:

- Aging infrastructure and limited financial resources to improve this
- Budget concerns
- Limited student community housing
- Recruitment challenges for qualified employees
- Small number of employees able to focus on curriculum development and grant opportunities

Though we have weaknesses, we also need to focus efforts on capitalizing on opportunities. This past year, Lassen Community College employees have made great strides in areas that have been untapped in the past. Some of these opportunities include:

- Expansion of health occupations (Registered Nursing, Dental Assistant, and Dental Hygiene)
- Grant allocations allow for improvements without using general funds
- Inclusion in the Western Undergraduate Exchange (WUE) is expected to improve recruitment efforts resulting in increased enrollments
- New technology implementation and computer program platforms should decrease time needed to complete repetitive tasks

Since we are a very small rural college, we may have more threats than other community colleges. We have always been able to pull together as a team to mitigate threats and our hope for the future makes us believe we can overcome any upcoming challenges. Current threats to Lassen Community College include:

- Competition from other community colleges for limited student population (justice impacted students, online students, local high school graduates, etc.)
- Difficulty recruiting job applicants for critical roles
- Implementing multiple Chancellor's Office and Legislative initiatives
- Limited qualified employees in the local community
- Limited resources to update aging facilities
- Ongoing budget challenges

Section IV - Future Focus

Lassen Community College employees are dedicated to the success of the school and have been diligent in implementing a more streamlined planning process. Due in part to strong dedicated leadership in key Master Planning Committees, we have seen multiple successes in the past three years. During this time, our focus has been on evaluating and revitalizing our planning process. We have also created a culture in which most employees know their roles in regards to Accreditation and planning. By adopting the new planning process in 2022-2023 and providing clear guidance to employees, more workers have been engaged in participatory governance. Transparency from Master Plan Chairs and clear communication have contributed to our current

progress. Our shared governance process and governance surveys have allowed everyone on campus to participate and have a voice. This positive momentum provides enthusiasm to our campus community.

Moving forward, we will continually evaluate our planning processes, seek ways to improve our programs, evaluate our instruction, and survey our students. In the future, for our college to continue to succeed in the face of some daunting threats, we need to align our Master Planning goals to our SWAT Analysis. We have already begun this process and need to continue to explore any and all opportunities to grow and retain enrollment, provide usable data, close equity gaps, capitalize on IT resources, seek funding to repair facilities, and recruit and retain quality employees.

Section V – Appendix

STRATEGIC GOALS, OBJECTIVES AND STRATEGIES, FOR PLANNING (2021-2026) PROGRESS

Color Key: Academic Planning, Student Services Planning, Human Resources Planning, Professional Development Plan, Facilities Planning, Technology Planning, Institutional Effectiveness Planning, *Previously used Objectives from prior CIMPs*

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.	Minimal progress
<i>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.</i>	In progress
<i>Objective 1.3 Create a marketing plan with a focus on stabilizing revenue from apportionment and out-of-state fees</i>	Implemented
Objective 1.4 Manage the institution’s grants process from application to completion through a more structured system.	See 1.4a-c.
Strategy 1.4.a - Evaluate grant performance and need for grant coordinator.	In progress.
Strategy 1.4.b - Use consultant from IEPI Grant to help develop proposal for a Strengthening Institutions (Title III) grant for submission.	Did not submit a Title III Grant. Next cycle: Spring 2025.
Strategy 1.4.c - Develop proposal for a Strengthening Institutions (Title III) grant for submission.	Did not submit Title III Grant. Next cycle: Spring 2025.
Objective 1.5 Evaluate institutional effectiveness through student performance	See 1.5 a-f
Strategy 1.5.a - Research and identify new key performance measure dashboard tool	Tableau Dashboard: Spring 2023.
Strategy 1.5.b - Provide a training program for student learning outcomes/administrative unit outcomes assessment as part of new employee orientation and ongoing flex training.	Completed: Portal Faculty Resources. Fall 2022.
Strategy 1.5.c - Implement new Key Performance Indicator dashboard reporting solution for use by LCC stakeholders	Tableau Dashboard: Spring 2023.
Strategy 1.5.d - Implement new SLO/AUO reporting Solution	Fall 2022: SLO+ Online Reporting Fall 2022: AUO Reporting and Hosted on PDrive.
Strategy 1.5.e - Assess primary contributing factors to low success rates in mathematics and science courses.	Implemented AB 705 Fall 2021 and Math 11A.

<p>Strategy 1.5.f - Program Development- Student Success:</p> <ul style="list-style-type: none"> • The development of an 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-N/A 	Implement ConexEd: Fall 2023.
Objective 1.6 Provide regular training related to shared governance and institutional effectiveness	See 1.6a-e
Strategy 1.6.a - Provide a training program for student learning outcomes/administrative unit outcomes assessment as part of new employee orientation and ongoing flex training.	Completed: Portal Employee Resources. Fall 2022.
Strategy 1.6.b - Continue regular training opportunities at the beginning of each academic year to encourage an understanding of collaboration and participatory governance.	Completed: Fall Convocations.
Strategy 1.6.c - Collaborate with cross constituent Guided Pathway Team and Division Chairs to create and implement Guided Pathways action plan	In progress.
Strategy 1.6.d - *PROVIDE TRAINING OPPORTUNITIES TO ENCOURAGE AN UNDERSTANDING OF COLLABORATION AND SHARED GOVERNANCE.	Completed: Fall Convocations.
Strategy 1.6.e - *CONTINUE TRAINING PROGRAM FOR STUDENT LEARNING OUTCOMES (SLOS) AND ADMINISTRATIVE UNIT OUTCOMES (AUOS).	Completed: Portal Employee Resources. Fall 2022.
Objective 1.7 Through facilities, develop and enhance a campus environment that reinforces the college mission and its accompanying strategic and comprehensive master plan	See 1.7a
Strategy 1.7.a - Directory Boards in Buildings and Telephone Lists With Building Locations	In progress.
<i>Objective 1.8 Improve the quality of campus facilities, resources and overall environment through a commitment to planning, design principles, standards and strategies.</i>	In progress
<i>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.</i>	Implemented
<i>Objective 1.10 Review and utilize position openings as opportunities to improve student services.</i>	Implemented Spring 2023 and Fall 2023

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	See 2.1a-c
Strategy 2.1.a - Increase funds for recruitment (Athletics)	Delayed until 2024.
Strategy 2.1.b - Expand EMP to include a section on enrollment management with outcomes, actionable plans for enrollment expectations, and increased retention. Strategic Enrollment Management Plan – Five-year Strategic Enrollment Management Plan.	Delayed until 2024.
Strategy 2.1.c - Increase directed advertisement and promotion of the AJ program.	Implemented Spring 2023. AJ 171.
<i>Objective 2.2 Expand the gunsmithing program commiserate with program demand</i>	Implemented / revitalized and redesigned
<i>Objective 2.3 Expand Nursing/Health Occupations through additional curriculum</i>	Implemented with the RN program start Spring 2024
<i>Objective 2.4 Accomplish AEBG and Workforce Development goals.</i>	Minimal progress
<i>Objective 2.5 Maintain our position as a leader in inmate education</i>	Implemented
<i>Objective 2.6 Partner with local correctional institutions to provide correctional staff (officers and support staff) an attractive instructional offering</i>	Implemented
Objective 2.7 Maintain program curriculum currency	Implemented
Strategy 2.7.a – Add Cross Country Program	Researching feasibility 2023-2024

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.	See 3.1a-c
Strategy 3.1.a - Ensure grant opportunities are being used to financially support professional development.	Implemented: Fall 2021 and ongoing. Rising Scholars, AB 1705,
Strategy 3.1.b - Professional Development- All Staff Training: Implementation of a Student Services Professional Development plan	In progress.
Strategy 3.1.c - Professional Development- Online Services: · Training for online counseling and other online services.	Implemented: Fall 2021 and ongoing. @One Professional and ACUE
Objective 3.2 Provide students faculty and staff with up-to-date and fully operational technology tools	See 3.2a-x
Strategy 3.2.a - Continue purchase of NETTUTOR	Implemented and ongoing.
Strategy 3.2.b - Update work Experience laptop and desktop computers and classroom Smart boards based on IT department replacement schedule to maintain currency in effectiveness in serving student needs.	In progress.

Strategy 3.2.c - Data accuracy/relevance	In progress.
Strategy 3.2.d - Clean/maintain rolling laptops	In progress.
Strategy 3.2.e - Research and identify new SLO/AUO reporting solution	Completed: Fall 2022
Strategy 3.2.f - Job Placement Data for CTE Programs from CCC provided websites	Updated annually when Chancellor's Office releases data
Strategy 3.2.g- 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 · Document imaging · Starfish · E-communications in all Student Services departments 	In progress.
Strategy 3.2.h - Maximize capacity in Ellucian Colleague	In progress.
Strategy 3.2.i - Assure a vital Web presence	In progress.
Strategy 3.2.j - Implement Technology Refresh Plan Year 5	
Strategy 3.2k - Review wireless network coverage inside buildings and in outdoor common areas	In progress.
Strategy 3.2.l - Re-implement Hyland document imaging solution	In progress.
Strategy 3.2.m - Implement Starfish	Spring 2023 discontinued Starfish. Fall 2023 implemented ConedEd.
Strategy 3.2.n- Technology Security Assessment	In progress.
Strategy 3.2.o - Review & Update CCC MyPath	In progress.
Strategy 3.2.p - Expand Implementation of Hyland document imaging solution to additional areas	In progress.
Strategy 3.2.q - Maximize Capacity in Canvas	Completed. Fall 2021 all classes have Canvas access.
Strategy 3.2.r- Maximize Capacity in Starfish	Spring 2023 discontinued Starfish. Fall 2023 implemented ConedEd.
Strategy 3.2.s - Maximize Capacity in Hyland document imaging	In progress.
Strategy 3.2.t - Replace four instructor laptops	Completed.
Strategy 3.2.u - Software updates on laptops	Completed.
Strategy 3.2.v - Projector maintenance (CCC, HDSP & On-campus)	In progress.
Strategy 3.2.w - Smart board maintenance	In progress.
Strategy 3.2.x - Desk screens and keyboards	In progress.
Objective 3.3 Determine need for and feasibility of large-scale instructional capital projects	See 3.3a-d
Strategy 3.3.a - Improve effectiveness of Maintenance and Operations	Implemented Fall 2022.
Strategy 3.3.b - Improve Learning and Working Environment	In progress.
Strategy 3.3.c - Improve reliability of campus infrastructure	In progress.
Strategy 3.3.d - Improve Student Life Elements	Implemented Fall 2021.

Objective 3.4 Ensure program equipment is up-to-date and functional	See 3.4a-c
Strategy 3.4.a - Add equipment repair budget for biological and physical science	Completed: Fall 2023.
Strategy 3.4b - Repair/replace damaged athletic equipment in the fitness center	Completed: Spring 2023.
Strategy 3.4.c - Initiate a replacement of equipment budget for the natural science/mathematics program in order to systematically replace out-of-date equipment.	Completed: Fall 2023.
<i>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.</i>	In process
Objective 3.6 Provide timely and effective recruitment, selection, orientation, and evaluation for administrative, faculty, and classified employment classifications.	See 3.6a
Strategy 3.6.a - Improve staffing of Maintenance and Operations	In progress.
<i>Objective 3.7 Human resources will provide excellent customer service to internal and external stakeholders.</i>	In progress – change in personnel and update online system to People Admin
Objective 3.8 Provide training to meet the needs of faculty, staff, and regulators.	See 3.8a-j
Strategy 3.8.a - Provide activities and training on effective practices of conflict resolution.	Minimal progress
Strategy 3.8.b - *RECOGNIZE FACULTY AND STAFF SUCCESS, BOTH PERSONAL AND PROFESSIONAL.	Minimal progress
Strategy 3.8.c - *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 	Minimal progress
Strategy 3.8.d - *PROVIDE FACULTY WITH REGULAR OPPORTUNITIES TO EXPLORE DIFFERENT INSTRUCTIONAL DELIVERY METHODS	Implemented: Fall 2022 and ongoing. @One Professional and ACUE
Strategy 3.8.e - Provide faculty and staff with discipline-specific/ job specific training opportunities.	Implemented: Fall 2022 and ongoing.
Strategy 3.8.f - Provide customer service training	Minimal progress
Strategy 3.8.g - Include at least one training during flex each year focused on enhancing awareness about institutional and individual responsibilities and roles for student success.	Implemented Fall 2021 and ongoing.

Strategy 3.8.h - Provide workshops to promote proficiency in using the Datatel management information system	In process
Strategy 3.8.i - Provide online delivery training to employees (Canvas)	Implemented Fall 2021 and ongoing.
Strategy 3.8.j - Provide software training to support changing technology	Implemented Fall 2021 and ongoing.
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.	See 3.9a-b
Strategy 3.9.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.	Decided not to pursue
Strategy 3.9.b - Capital Development- Student Life and Access: <ul style="list-style-type: none"> • Finish weight room, computer lab, and remodel of one end of dorms for student life.- not completed • Continue remodel of rooms.- not completed • Nursing Lounge for mothers.- In NIPR • Veterans Center.-In progress • Add changing tables in bathrooms.- In NIPR • Redo bathrooms to be ADA compliant.-should be in facilities master plan. 	Completed and ongoing: Completed In progress Completed In progress Completed Delayed
<i>Objective 3.10 Develop facilities and programs on campus reflecting the best practices of sustainability and ecological sensitivity.</i>	Minimal progress
Objective 3.11 Ensure optimal use of campus facilities and resources in accommodating growth or reduction in enrollment and college programs.	In process
Strategy 3.11.a - Program Development-Program Review: Review staffing, facility and student service programs making recommendations for departmental changes to improve LCC's service to students	In progress.

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	See 4.1a
Strategy 4.1.a - Evaluate and Update Retention Improvement Plan.	In progress.
Objective 4.2 Assess and implement steps to increase student access and the actual awarding of financial aid	Implemented
Strategy 4.4.a - 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 	Implemented Fall 2022.
Objective 4.3 Implement goals of the Student Equity Plan to increase access and success of target populations	Implemented
Strategy 4.3.a Program Development: Implement goals of the Student Equity Plan to increase access and success of target	Implemented Fall 2022.

populations.	
Objective 4.4 Prepare for an increase in international recruitment and address the Student Life NIPR recommendation to more adequately staff for student affairs.	See 4.4a
Strategy 4.4.a - Program Development- Student Life: - Prepare for an increase in international recruitment and address the Student Life NIPR recommendation to more adequately staff for student affairs. - Utilize existing management in Student Services to improve our student affairs supervision to: <ul style="list-style-type: none"> • 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 Prevention 	Implemented – ASB is leading the charge
Objective 4.5 Develop an early alert system to identify students who are struggling in their classes and help them to succeed.	See 4.5a
Strategy 4.5.a - Program Development- Student Success: <ul style="list-style-type: none"> • The development of an early alert system to identify students who are struggling in their classes and help them to succeed. 	Implementation Fall 2023: ConexEd
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.	See 4.6a-c
Strategy 4.6.a Hazardous waste disposal (chemical and preserved specimens)	Implemented: Fall 2021.
Strategy 4.6.b - Improve Campus Safety	Safety Plan – Fall 2023.
Strategy 4.6.c - Improve ADA Access	In progress.
Objective 4.7 <i>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.</i>	In progress – fire pit, benches, landscaping
Objective 4.8 <i>Better understand student and employee perception of Lassen Community College culture and its impacts on student and employee performance.</i>	Implemented
Objective 4.9 <i>Serve the community education needs of the district</i>	Minimal progress

BRIEF HISTORY OF THE COLLEGE:

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) have been decreasing since 2010-2011 when there was a high of 2,407.9. Pre-pandemic, FTES were 1,631 in 2019-2020. After the closure of California Correctional Center, the lowest FTES to date were recorded in 2022-2023 with only 1,063 (source CCCCO Datamart). A strong push was made in 2021-2023 with the firm belief that our FTES will begin to rise in the 2023-2024 year.

MASTER PLAN HISTORY:

The Comprehensive Institutional Master Plan began in 2007-2008. 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 December 15, 2020.

The established planning cycle was repeated for the 2022-2027 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 2021-2026 strategies in the Comprehensive Institutional Master Plan Implementation/Evaluation Matrix; (3) revised 2021-2026 objectives and strategies, and (4) proposed strategies for 2022-2023. Consultation Council accepted master plans for inclusion into the Comprehensive Institutional Master Plan on various dates:

- the Educational Master Plan on October 24, 2022,
- the Institutional Effectiveness Master Plan on February 13, 2023,
- the Student Services Master Plan on April 10, 2023,
- the Institutional Technology Plan on July 24, 2023
- the Facilities Master Plan on August 14, 2023,
- the Human Resource Master Plan and Professional Development Plans on July 24, 2023,

The institutional planning and budget allocation process is articulated in the *“Lassen Community College Institutional Planning and Budget Development Process Handbook”* evaluated and updated. 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 then adopted. Master Plans, Instructional Program Reviews and Non-Instructional Program Reviews provide information for budget prioritization.

Historically, the progress on implementation and evaluation of results on agreed upon institutional objectives and strategies have been tracked each year utilizing the Implementation/Evaluation Matrix. However, this matrix was found to be overly cumbersome and moving forward, each Master Plan Committee will inform the Comprehensive Institutional Master Plan of goal attainment and progress.

LASSEN COMMUNITY COLLEGE DISTRICT STRATEGIC PLAN

The Lassen Community College District Strategic Plan was reaffirmed on August 8, 2023. At this time, one minor change and one significant change were made. Please see these changes identified below:

1. In the Vision Statement, the first sentence was changed from “Lassen College will be a highly efficient self-sustaining rural community college, ...” to “Lassen **Community** College will be a highly efficient self-sustaining rural community college,...”
2. With a focus on DEIA and cultural awareness, a fifth Institutional Student Learning Outcome (ISLO) was added the Strategic Plan. This new ISLO is, “Cultural Awareness - Ability to embrace awareness of the ways people respond to themselves and the world around them to understand social dynamics past and present including the interrelationship between the creative arts, the humanities and self; where individual and group differences are valued and contribute to our growth and understanding as an educational community. “

Please see the next page for the entire Lassen Community College District Strategic Plan.

Lassen Community College District Strategic Plan
Recommendation for revisions by Consultation Council – July 10, 2023
Approved by Board of Trustees – August 8, 2023

Vision

- ❖ Lassen Community College will be a highly efficient self-sustaining rural community college, a catalyst for the region’s image, economy, and human capital, and an example of a “we can” culture of collective impact by being:
 - The academic leader by ensuring quality instruction and encouraging student success
 - The educational leader by expanding outreach and student access with an equity mindset
 - The trusted steward by providing capable leadership and accountability
 - The economic and workforce development leader for the community
 - The cultural leader in the community
 - The civic and social leader in the community

Mission

Lassen Community College provides educational 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 diverse students, both on campus and in outreach areas in its effort to build intellectual growth, human perspective and economic potential.

Strategic Goals

1. **Institutional Effectiveness:** Provide the governance, leadership, integrated planning and accountability structures, and processes to effectively support an inclusive learning environment, while ensuring responsible stewardship of public trust and resources.
2. **Learning Opportunities:** Provide an array of rigorous academic programs delivered via a variety of modalities that promote student equity and learning while meeting the needs of the local and global community.
3. **Resource Management:** Manage human, physical, technological and financial resources to sustain fiscal stability and to effectively support the learning environment.
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.

Institutional Student Learning Outcomes

1. **Communication** - Ability to listen and read with comprehension and the ability to write and speak effectively
2. **Critical Thinking** - Ability to analyze a situation, identify and research a problem, propose a solution or desired outcome, implement a plan to address the problem, evaluate progress and adjust the plan as appropriate to arrive at the solution or desired outcome
3. **Life Long Learning** - Ability to engage in independent acquisition of knowledge; ability to access information including use of current technology; ability to use the internet and/or library to access and analyze information for relevance and accuracy; ability to navigate systems
4. **Personal/Interpersonal Responsibility** - Ability to develop and apply strategies to set realistic goals for personal, educational, career, and community development; ability to apply standards of personal and professional integrity; ability to cooperate with others in a collaborative environment for accomplishment of goals; ability to interact successfully with other cultures
5. **Cultural Awareness** – Ability to embrace awareness of the ways people respond to themselves and the world around them to understand social dynamics past and present including the interrelationship between the creative arts, the humanities and self; where individual and group differences are valued and contribute to our growth and understanding as an educational community.

Lassen College Values:

Student Success:

- Students reaching their goals
- Students being prepared for transfer to four-year institutions
- Students being prepared for employment
- Doing what is best for students
- Learning as a priority over teaching
- Student needs; they are paramount in the learning process
- Recognizing and minimizing barriers to student success

Educational Excellence:

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

Honesty/Integrity:

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

Dignity & Respect:

- Open forum for exchange of ideas
- Civility
- Collegiality
- Diversity & Equity
- 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 through Consultation Council, 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.

2021-22 Action Plan Brief

Responsible Party(s)	Strategy/Objectives
Academic Planning Committee	Expand EMP to include a section on enrollment management with outcomes, actionable plans for enrollment expectations, and increased retention. Strategic Enrollment Management Plan – Five year Strategic Enrollment Management Plan.
Academic Senate; Consultation Council: Director of Institutional Effectiveness	Continue regular training opportunities at the beginning of each academic year to encourage an understanding of collaboration and participatory governance.
ALO	Submit follow-up ACCJC report
Associate Dean of Student Services	Review & Update CCC MyPath
AVP-Facilities	<p>Improve effectiveness of Maintenance and Operations:</p> <ul style="list-style-type: none"> - Administrative Assistant IV - Maintenance Custodian - Increase Maintenance Repairs Budget - Increase M&O Professional Development Budget <p>Improve ADA Access: - ADA compliant doors (bathrooms, office, etc.) in CA Bldg</p> <p>Improve Learning and Working Environment:</p> <ul style="list-style-type: none"> - Clean out storage, install new exit, remove fixtures - Conex Box Completion <p>Improve Campus Safety:</p> <ul style="list-style-type: none"> - Install railings circling the top of internal stair well in Humanities - Grind cracked and heaving sidewalks (Sports entry) <p>Improve reliability of campus infrastructure:</p> <ul style="list-style-type: none"> - College Water District (Phase 2) <p>Improve Student Life Elements:</p> <ul style="list-style-type: none"> - Lactation room(s) on campus - Dorm- Completion of Recreation Room/Public Restroom/Main Entry/Stairs
Dean of Student Service; VP of Academic Services; IT	Implement Starfish
Dean of Student Services; Assoc Dean of Student Services; Admissions and Records; Financial Aid; Counseling Department	<p>Program Development- Program Review: · Annually review the staffing, facility and student service programs making recommendations for departmental changes to improve LCC's service to students</p> <p>Capacity Building- Technology Improvement Improve technology services in Admissions and Records, Financial Aid, Categoryicals and Counseling:</p> <ul style="list-style-type: none"> · Scanning technology for student records · Improved communication for FASFA information · Document imaging · Starfish · E-communications in all Student Services departments <p>Program Development: Implement goals of the Student Equity Plan to increase access and success of target populations.</p> <p>Program Development- Student Success:</p> <ul style="list-style-type: none"> • The development of an 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-N/A <p>Program Development- Student Life:</p> <ul style="list-style-type: none"> - Prepare for an increase in international recruitment and address the Student Life NIPR recommendation to more adequately staff for student affairs. - Utilize existing management in Student Services to improve our student affairs supervision to: <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
Dean of Student Services; AVP of Facilities	<p>Capital Development- Student Life and Access:</p> <ul style="list-style-type: none"> • Finish weight room, computer lab, and remodel of one end of dorms for student life.- not completed • Continue remodel of rooms.- not completed • Nursing Lounge for mothers.- In NIPR • Veterans Center.-In progress • Add changing tables in bathrooms.- In NIPR • Redo bathrooms to be ADA compliant.-should be in facilities master plan.
Director of Financial Aid; V.P. of Administrative Services	Outreach Implementation- Financial Aid: Assess and implement steps to increase student access and the actual awarding of financial aid

2021-22 Action Plan Brief (Continued)

Director of Human Resources	Implement electronic On-Boarding and evaluations Assess electronic on-boarding and evaluation system
Director of Human Resources; LCC Cabinet	Ensure grant opportunities are being used to financially support professional development.
Director of Human Resources in partnership with Human Resources Committee	Update the Employee Handbook Update the Selection & Hiring Manual Develop a mentoring program to introduce new employees to campus services and personnel. Evaluate the mentoring program for new employees. HR101 Training for Managers / Administration Phase II FRISK Training for Managers / Administration EEO Training Directory Boards in Buildings and Telephone Lists With Building Locations
Director of Institutional Effectiveness	Research and identify new key performance measure dashboard tool Job Placement Data for CTE Programs from CCC provided websites Research and identify new SLO/AUO reporting solution Use consultant from IEPI Grant to help develop proposal for a Strengthening Institutions (Title III) grant for submission. Provide a training program for student learning outcomes/administrative unit outcomes assessment as part of new employee orientation and ongoing flex training. Assess primary contributing factors to low success rates in mathematics and science courses.
Director of Institutional Effectiveness; Guided Pathway Team; Division Chairs	Collaborate with cross constituent Guided Pathway Team and Division Chairs to create and implement Guided Pathways action plan
Director of Institutional Effectiveness; 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.
Flex Faculty and Staff Coordinator	*PROVIDE FACULTY WITH REGULAR OPPORTUNITIES TO EXPLORE DIFFERENT INSTRUCTIONAL DELIVERY METHODS
Human Resources Committee; Flex Faculty and Staff Coordinator	Provide customer service training
Human Resources; IT; Administrators	Provide software training to support changing technology
IT	Review wireless network coverage inside buildings and in outdoor common areas
IT; ITPC; IE; VP of Instructional Services; Dean of Student Services	Assure a vital Web presence
IT; VP Academic Services	Maximize Capacity in Canvas Technology Security Assessment
IT; VP of Administrative Services; Dean of Student Services	Maximize capacity in Ellucian Colleague Re-implement Hyland document imaging solution
LCC Cabinet	Evaluate grant performance and need for grant coordinator.
V. P. Academic Services/ Director of Institutional Effectiveness/ Flex Faculty and Staff Coordinator	Include at least one training during flex each year focused on enhancing awareness about institutional and individual responsibilities and roles for student success.
V.P. Academic Services	Continue purchase of NETTUTOR Provide online delivery training to employees (Canvas) Initiate a equipment replacement and repair budgets for the natural science/mathematics program in order to systematically replace out-of-date equipment. Add equipment repair budget for biological and physical science Update work Experience laptop and desktop computers and classroom Smart boards based on IT department replacement schedule to maintain currency in effectiveness in serving student needs.
V.P. Academic Services; Dean CTE	Increase directed advertisement and promotion of the AJ program.
V.P. Academic Services; Dean CTE; IT	Replace four instructor laptops Clean/maintain rolling laptops Smart board maintenance Software updates on laptops Projector maintenance (CCC, HDSP & On-campus) Desk screens and keyboards
V.P. Academic Services; Dean LAS	Hazardous waste disposal (chemical and preserved specimens)
V.P. Academic Services: Academic Senate; Director of Institutional Effectiveness	Data accuracy/relevance
V.P. Student Services; Director of Athletics	Repair/replace damaged athletic equipment in the fitness center Add Cross Country program Increase funds for recruitment
V.P. Academic Services and Dean of Student Services	Evaluate and Update Retention Improvement Plan.
VP Administrative Services; IT	Implement Technology Refresh Plan (Year 5)

LIST OF ATTACHMENTS:

ATTACHMENT A: Educational Master Plan

ATTACHMENT B: Institutional Effectiveness Master Plan

ATTACHMENT C: Student Services Master Plan

ATTACHMENT D: Institutional Technology Master Plan

ATTACHMENT E: Facilities Master Plan

ATTACHMENT F: Human Resources Master Plan/Professional Development Master Plan

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ATTACHMENT A
Educational Master Plan

LASSEN COMMUNITY COLLEGE EDUCATIONAL MASTER PLAN



2022-2027

Educational Master Plan and Academic Staffing Plan

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:

- 33 Associate Degrees
- 15 Associate Degrees for Transfer (SB 1440)
- 6 University Studies Associate Degrees
- 2 General Studies Associate Degrees
- 7 Career Technical Education Associate Degrees
- 2 General Education Certificates of Achievement (CSU and IGETC)
- 13 Career Technical Education Certificates of Achievement
- 10 Career Technical Education Certificates of Accomplishment
- 2 Career Technical Education Certificate of Completion (non-credit)

A complete list of degrees and certificates can be found in the LCC Catalog.

ACADEMIC PLANNING COMMITTEE

The Educational Master Plan/Academic Planning Committee, comprised of two division chairs, Lead Counselor, Chief Instructional Officer, Dean of Instruction, Chief Student Services Officer, a curriculum committee representative, Academic Senate President, two classified representatives, and two management representatives, is charged with the responsibility of addressing instructional planning needs for the college. The committee develops the Educational Master Plan and meets to discuss and make recommendations regarding present and future needs to sustain academic excellence.

Guided by the mission statement and strategic goals approved by the Governing Board, the Educational Master Plan/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 2022-2023 to 2026-2027. The Annual Action Plans are reviewed and updated annually in the fall term. The five-year plan is presented to Consultation Council by the Educational Master Plan/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.

LCC is in the process of improving its planning and budgeting process. Through an Institutional Effectiveness Partnership Initiative grant, a consultant and through campus wide evaluations, work has been done to improve our planning and budgeting process. Last year, 2021-2022, was the last year utilizing the planning/budgeting process that has been in place for approximately the last ten years. This year will be a full of year of utilizing the more efficient model. Comprehensive assessment of the revised planning process will occur at the end of each academic year to allow for any necessary revisions.

EDUCATIONAL MASTER PLANNING COMMITTEE MEMBERSHIP:

The following individuals served as members of the 2022-2023 Educational Master Plan/Academic Planning Committee:

- Colleen Baker – Chief Instructional Officer, Interim
- Roxanna Haynes – Chief Student Services Officer
- Michell Williams, Dean of Instruction
- Yuting Lin - Division Chair, Science/Chemistry
- Lisa Gardiner - Division Chair, Humanities /Social Science
- Chad Lewis – Representative from the Curriculum/Academic Standards Committee
- Adam Runyan – Academic Senate President
- Alison Somerville – Lead Counselor
- Motare Ngiratmab – Classified Member
- Christina Madrid, Classified Member
- Carol Growdon, Management Member
- Bridget Gowin, Management Member

2022-2027 LONG RANGE EDUCATIONAL MASTER PLAN

Strategic Initiatives:

1. Increase and retain enrollment
 - a. Grow the nursing program
 - b. Expand athletic programs
 - c. Increase enrollment in current programs
 - d. Explore other opportunities
2. Improve and expand student housing
3. Continue to meet accreditation standards.

Strategic Goals:

1. Institutional Effectiveness: Provide the governance, leadership, integrated planning and accountability structures, and processes to effectively support an inclusive learning environment, while ensuring responsible stewardship of public trust and resources.
2. Learning Opportunities: Provide an array of rigorous academic programs delivered via a variety of modalities that promote student equity and learning while meeting the needs of the local and global community.
3. Resource Management: Manage human, physical, technological and financial resources to sustain fiscal stability and to effectively support the learning environment.
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.

EMP Long Range Plan #1: Increase face-to-face instruction at HDSP by expanding to other available yards in HDSP, Yard D and C. Expand adult education workshops for personal development and recruitment for classes. (Incarcerated Education NIPR 2021) *Due to changes with Office of Correctional Education, hybrid or online modalities are not an option at this time, therefore the goals needed revision.*

Goal 2, Objective 2.5, Strategic Initiative 1

2022-2023

Strategy Description: Continue to develop relationships between HDSP staffing programs and Lassen College. Explore initial contacts for ADT transfers to a university for transfer. Begin development of any needed curriculum for additional ADT. Begin offerings of non-credit education workshops to new students at HDSP to help recruit new face to face students. Increase recruitment for faculty for face to face instruction.

Expected Outcome: Strategic scheduling to maximize enrollment, increase FTES and improve graduation

rates

Responsible Party(s): V.P. of Academic Services, Dean of Humanities and Social Sciences, Incarcerated Education Coordinator, Human Resources (for recruitment)

Performance Measures Outcome: Draft schedule developed for use in 2023/2024. Increase new headcount at HDSP for non-credit education offerings.

2023-2024

Strategy Description: Continue to assess our educational opportunities at HDSP. Continue to strengthen the relationships between HDSP staffing programs and Lassen College. Research methods to expand ADT offerings at all institutions. Increase number of correspondence science lab course offerings. Continue efforts to work with a university to offer transfer degrees that lead to a Bachelor's degree. Send curriculum for approval to fulfill missing courses for ADT offerings at all institutions. Increase recruitment for faculty for face to face instruction.

Expected Outcome: Strategic scheduling to maximize enrollment, increase FTES and improve graduation rates

Responsible Party(s): V.P. of Academic Services, Dean of Humanities and Social Sciences, Subject Matter Faculty, Director of Incarcerated Education

Performance Measures Outcome: Maintain face to face course offerings at High Desert State Prison. Increased number of correspondence lab science courses. Write and submit new curriculum.

2024-2025

Strategy Description: Maintain face to face course offerings at High Desert State Prison. Maintain number of correspondence lab science course offerings. Increase number of correspondence communication's courses. As CDCR expands technology deliverance to students, explore offering courses in different modalities (online or hybrid). Review staffing needs – instructors, ISS's and staffing in the Correspondence Office

Expected Outcome: Strategic scheduling to maximize enrollment, increase FTES and improve graduation rates

Responsible Party(s): V.P. of Academic Services, Dean of Humanities and Social Sciences, Director of Incarcerated

Education

Performance Measures Outcome: Maintain-Number of face to face course offerings at High Desert State Prison. Increased number of correspondence lab science courses. Increased number of correspondence communication's courses.

2025-2026

Strategy Description: Continue providing similar number and modality of classes from previous year. Review data on graduation rates since this Long Range Plan was initiated. As CDCR expands technology deliverance to students, explore offering courses in different modalities (online or hybrid).

Expected Outcome: Strategic scheduling to maximize enrollment, increase FTES and improve graduation rates

Responsible Party(s): V.P. of Academic Services, Dean of Humanities and Social Sciences, Director of Incarcerate

Education

Performance Measures Outcome: Increased incarcerated student graduation rates (certificates and ADTs).

2026-2027

Strategy Description: Continue to offer similar number of courses face-to-face, hybrid and/or synchronous zoom to incarcerated students at HDSP. Review data on graduation rates (certificates and ADTs) since this Long Range Plan was initiated, review rotation of classes as they relate to the ADT's offered at HDSP - decide if any ADT's need to be removed from the program or others added

Expected Outcome: Strategic scheduling to maximize enrollment, increase FTES and improve graduation rates

Responsible Party(s): V.P. of Academic Services, Dean of Humanities and Social Sciences, Director of Incarcerated Education

Performance Measures Outcome: Increased incarcerated student graduation rates (certificates and ADTs).

EMP Long Range Plan #2: Increase Adult Education offerings (Adult Education NIPR 2020)

Goal 2, Objective 2.4, Strategic Initiative 1

2022-2023

Strategy Description: Expand Adult Education curricular offerings to meet community and employer needs. Expand outreach sites utilizing the AEBG Transitions Counselor position.

Expected Outcome: Increase enrollment in Adult Education offerings and develop additional course or certificate offerings.

Responsible Party(s): V.P. of Academic Services, Dean of CTE Instruction, Director of Continuing Education

Performance Measures Outcome: Submit new curriculum for Adult Education offerings. AEBG Transitions Counselor visits at least two new outreach sites.

2023-2024

Strategy Description: Expand Adult Education curricular offerings to meet community and employer needs. Expand outreach sites utilizing the AEBG Transitions Counselor position.

Expected Outcome: Increase enrollment in Adult Education offerings and develop additional course or certificate offerings.

Responsible Party(s): V.P. of Academic Services, Dean of CTE Instruction, Director of Continuing Education

Performance Measures Outcome: Increased enrollment in adult education.

2024-2025

Strategy Description: Expand Adult Education curricular offerings to meet community and employer needs. Continue Expand outreach sites utilizing the AEBG Transitions Counselor position.

Expected Outcome: Increase enrollment in Adult Education offerings and develop additional course or certificate offerings.

Responsible Party(s): V.P. of Academic Services, Dean of CTE Instruction, Director of Continuing Education

Performance Measures Outcome: Increased enrollment in adult education.

2025-2026

Strategy Description: Assess current adult education offerings and employer needs. Assess outreach sites and ensure counselor is providing adequate service. Assess the transfer rate of students moving from non-credit to credit courses.

Expected Outcome: Increase transfer rate of students moving from non-credit to credit courses.

Responsible Party(s): V.P. of Academic Services, Dean of CTE Instruction, Director of Continuing Education

Performance Measures Outcome: Increased enrollment in adult education and credit offerings.

EMP Long Range Plan #3: Grow Nursing Program (Nursing IPR 2020)

Goal 2, Objective 2.3, Strategic Initiative 2

2022-2023

Strategy Description: Receive approval from State for the RN Bridge program and begin curriculum development. Sustain and further develop the LVN, Medical Assisting, Phlebotomy, EMS and CNA programs. Investigate other healthcare areas for expansion of program. Recruit faculty for needed areas of instruction.

Expected Outcome: Increase FTES and provide programs to fill a much needed education gap in the community.

Responsible Party(s): V.P. of Academic Services, LVN Director, Dean of CTE Instruction

Performance Measures Outcome: Curriculum developed and submitted to curriculum committee and all state nursing board requirements submitted.

2023-2024

Strategy Description: Offer new RN Bridge program courses approved in 2022-2023. Sustain and further develop the LVN, Medical Assisting, Phlebotomy, EMS and CNA programs. Assess facility capabilities to hold all required courses and labs. Begin development of other emerging healthcare programs. Recruit faculty for needed areas of instruction.

Expected Outcome: Increase FTES and provide programs to fill a much needed education gap in the community.

Responsible Party(s): V.P. of Academic Services, LVN Director, Dean of CTE Instruction

Performance Measures Outcome: Increase FTES and successful completion of LVN and RN programs.

2024-2025

Strategy Description: Continue to offer RN Bridge program courses approved in 2022-2023. Sustain and further develop the LVN, Medical Assisting, Phlebotomy, EMS, CNA, and other new healthcare programs. Review staffing needs – instructors, ISS's and staffing in all program areas in the Healthcare program. Continue to recruit faculty for needed areas of instruction.

Expected Outcome: Increase FTES and provide programs to fill a much needed education gap in the community.

Responsible Party(s): V.P. of Academic Services, LVN Director, Dean of CTE Instruction

Performance Measures Outcome: Increase FTES and successful completion of LVN and RN programs.

2025-2026

Strategy Description: Continue to offer RN Bridge program courses approved in 2022-2023. Sustain and further develop the LVN, Medical Assisting, Phlebotomy, EMS, CNA, and other new healthcare programs. Review data on completion rates and enrollment data since this Long Range Plan was initiated.

Expected Outcome: Increase FTES and provide programs to fill a much needed education gap in the community.

Responsible Party(s): V.P. of Academic Services, LVN Director, Dean of CTE Instruction

Performance Measures Outcome: Increase FTES and successful completion of LVN and RN programs.

2026-2027

Strategy Description: Continue to offer RN Bridge program courses approved in 2022-2023. Sustain and further develop the LVN, Medical Assisting, Phlebotomy, EMS, CNA, and other new healthcare programs. Review data on completion rates and enrollment data since this Long Range Plan was initiated. Review programs for viability and need for further expansion in nursing related fields.

Expected Outcome: Increase FTES and provide programs to fill a much needed education gap in the community.

Responsible Party(s): V.P. of Academic Services, LVN Director, Dean of CTE Instruction

Performance Measures Outcome: Increase FTES and successful completion of LVN and RN programs.

EMP Long Range Plan #4: Develop Veterinarian Technician Certificate (Agriculture 2020 IPR)

Goal 2, Objective 2.1.c, Strategic Initiative 1

2022-2023

Strategy Description: Assess facilities requirements for classroom and lab instruction of new certificate. Begin development of curriculum for certificate. Assess feasibility of developing new certificate and analyze LMI data.

Hire faculty for development of curriculum and instruction of new certificate. Assess outside certification requirements for offering program.

Expected Outcome: Increase classroom space for instruction of new certificate and approval of curriculum.

Responsible Party(s): V.P. of Academic Services, Dean of CTE Instruction

Performance Measures Outcome: Identified classroom space for instruction and curriculum approval for certificate.

2023-2024

Strategy Description: Develop curriculum, receive approvals from outside agencies, begin purchasing equipment and supplies, and establish facilities for instruction. Hire all personal needed for instruction of new certificate.

Expected Outcome: Prepare certificate for proper instruction in Fall 2024. Receive approval from outside regulating agencies.

Responsible Party(s): V.P. of Academic Services, Dean of CTE Instruction

Performance Measures Outcome: Receive curriculum approval and accreditation from AVMA.

2024-2025

Strategy Description: Begin offering new Veterinarian Technician Certificate.

Expected Outcome: Increase FTES.

Responsible Party(s): V.P. of Academic Services, Dean of CTE Instruction

Performance Measures Outcome: Increase FTES and begin instruction to fill employer needs.

2025-2026

Strategy Description: Continue to offer new Veterinarian Technician certificate and courses. Assess completion rates and state exam success rates.

Expected Outcome: Graduate first cohort of students to fill employment gaps.

Responsible Party(s): V.P. of Academic Services, Dean of CTE Instruction

Performance Measures Outcome: Increase FTES and completion rates.

2026-2027

Strategy Description: Continue to offer new Veterinarian Technician certificate and courses. Assess completion rates and state exam success rates. Assess facilities and staffing for program.

Expected Outcome: Increase FTES and completion rates for CTE.

Responsible Party(s): V.P. of Academic Services, Dean of CTE Instruction

Performance Measures Outcome: Increase FTES and completion rates.

~~EMP Long Range Plan #5: Develop Lineman School (Grant Vetting Process)~~

This long range goal was found not sustainable and no longer matched employer needs. The goal was therefore pulled from the EMP.

EMP Long Range Plan #5: Expand Community Education Offerings (Community Services NIPR 2021)

Goal 2, Objective 4.9, Strategic Initiative 1

2022-2023

Strategy Description: Assess community education needs and facilitate class development.

Expected Outcome: Fill needed education gap in the community and increase community relations.

Responsible Party(s): V.P. of Academic Services, Dean of CTE Instruction, Director of Continuing Education

Performance Measures Outcome: Create additional community education offerings.

2023-2024

Strategy Description: Assess community education needs and facilitate class development.
Expected Outcome: Fill needed education gap in the community and increase community relations.
Responsible Party(s): V.P. of Academic Services, Dean of CTE Instruction, Director of Continuing Education
Performance Measures Outcome: Create additional community education offerings.

2024-2025

Strategy Description: Develop a robust community education program that meets the needs for community education.

Expected Outcome: Fill needed education gap in the community and increase community relations.

Responsible Party(s): V.P. of Academic Services, Dean of CTE Instruction, Director of Continuing Education

Performance Measures Outcome: Create additional and maintain current community education offerings.

EMP Long Range Plan #6: Create new student teams: Sand Volley ball (emerging sport), Trap or Sports Shooting Teams, and Track and Field (Athletic NIPR 2021 and IPR 2021)

Goal 4, Objective 4.1, Strategic Initiative 1

2022-2023

Strategy Description: Investigate feasibility of creating new teams.

Expected Outcome: Increase FTES and provide additional student team opportunities.

Responsible Party(s): V.P. of Academic Services, Director of Athletics

Performance Measures Outcome: Complete feasibility student and begin development of new teams.

2023-2024

Strategy Description: Hire coaches and create a new teams.

Expected Outcome: Increase FTES, provide for higher student retention by providing additional student team opportunities.

Responsible Party(s): V.P. of Academic Services, Director of Athletics

Performance Measures Outcome: Develop new teams and recruit students.

2024-2025

Strategy Description: Continue to support new teams and assess facility needs.

Expected Outcome: Increase FTES, provide for higher student retention by providing additional student team opportunities.

Responsible Party(s): V.P. of Academic Services, Director of Athletics

Performance Measures Outcome: Continue new teams and recruit students

EMP Long Range Plan #7: Improve student learning outcome assessments (Accreditation)

Goal 1, Objective 1.1, Strategic Initiative 4

2022-2023

Strategy Description: Outcome assessment for improved IPR's

Expected Outcome: Robust assessments integrated into IPR's

Responsible Party(s): V.P. of Academic Services, Institutional Researcher, Academic Senate

Performance Measures Outcome: Improve accreditation status

2023-2024

Strategy Description: Revisit integration of outcomes assessment into Canvas

Expected Outcome: Expand assessment data

Responsible Party(s): V.P. of Academic Services, Institutional Researcher, Instructional Designer

Performance Measures Outcome: Enhanced student learning outcomes

2024-2025

Strategy Description: Expand collection of disaggregated data

Expected Outcome: Enhanced DEI focus of instruction

Responsible Party(s): V.P. of Academic Services, Institutional Researcher, Academic Senate

Performance Measures Outcome: Improved campus cultural awareness and inclusiveness

EMP Long Range Plan #8: Develop a Bachelors program offering.

Goal 1, Objective 1.1, Strategic Initiative 4

2022-2023

Strategy Description: Begin researching program opportunities for a Bachelors program on campus.

Expected Outcome: Identify at least one area that could be a viable Bachelors program on campus.

Responsible Party(s): V.P. of Academic Services, Deans of Instruction, Institutional Researcher, Academic Senate, Financial Aid, Subject Matter Faculty, Articulation Officer.

Performance Measures Outcome: Increase students on campus.

2023-2024

Strategy Description: Writing curriculum for identified Bachelor's program and submitting for approval.

Expected Outcome: Curriculum approved for program.

Responsible Party(s): V.P. of Academic Services, Deans of Instruction, Institutional Researcher, Academic Senate, Financial Aid, Subject Matter Faculty, Articulation Officer.

Performance Measures Outcome: Increase students on campus

2024-2025

Strategy Description: Recruiting faculty and advertising program. Continue to submit curriculum and program for approval. Ensure communication with all areas of campus affected.

Expected Outcome: Fully approved curriculum and bachelor's program.

Responsible Party(s): V.P. of Academic Services, Deans of Instruction, Financial Aid, Subject Matter Faculty, Articulation Officer.

Performance Measures Outcome: Increase students on campus

2025-2026

Strategy Description: Begin offering courses for Bachelor's program.

Expected Outcome: Increase student enrollment

Responsible Party(s): V.P. of Academic Services, Deans of Instruction, subject matter faculty

Performance Measures Outcome: Increase students on campus

2026-2027

Strategy Description: Continue offering courses for Bachelor's program.

Expected Outcome: Increase student enrollment

Responsible Party(s): V.P. of Academic Services, Deans of Instruction, subject matter faculty

Performance Measures Outcome: Increase students on campus

ATTACHMENT B

Institutional Effectiveness Master Plan

LASSEN COMMUNITY COLLEGE INSTITUTIONAL EFFECTIVENESS MASTER

PLAN



2022-2027

Adopted by Institutional Effectiveness Planning Committee (xxxxxx) Adopted by Consultation
Council (Proposed: xxxxxx)
Adopted by Board of Trustees (Proposed: xxxxxx)

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Section IV – Six Master Plans

1. Institutional Effectiveness Master Plan

INSTITUTIONAL EFFECTIVENESS PLANNING COMMITTEE MEMBERSHIP:

The following individuals served as members of the 2022-2023 Institutional Effectiveness Planning Committee:

Carie Camacho – Interim President, Institutional Effectiveness, Chair
Chad Lewis – Faculty (Accreditation Tri-Chair)
Lisa Gardiner – Faculty (Accreditation Tri-Chair) Alison Somerville -
Faculty (Accreditation Tri-Chair) Adam Runyan – Faculty, Academic
Senate President Thomas Robb – Faculty (SLO Coordinator)
Annika Peacock – Management, Outreach
Makenzie Freedman – Classified, Academic Services
Tiffany Stone – Classified, Kinship/ILP
Nicole Kelley – Management, Foundation (Fall 2022)

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 2022-2023 to 2026-2027. 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.

INSTITUTIONAL EFFECTIVENESS STAFFING PROPOSAL 2022-2023

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	2022-23	\$95,000	Full Time Research Analyst	1	Essential due to new Student Centered Funding Formula
P	2014 Marketing & Public Information NIPR	1		Marketing and Public Information Officer	2022-23	\$115,000.00	Increased awareness and new student enrollment and strengthen the department capabilities	2	
P	2014 Marketing & Public Information NIPR	1,3		Web Master Position	2022-23	\$95,000	One person dedicated to the web needs of the college	3	
	2014 Governance Annual Update	1, 3		Review the need to add or restructure administrative assistant support for governance	2022-23	\$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
	ACCJC Requirements 1 & 2	1,2		Software for tracking SLO, ISLO, PSLO	2022-2023	\$35,000 Onetime	Assessment of SLO, ISLO, PSLO	1	
	ACCJC Requirements 1 & 2	1,2		Software for tracking SLO, ISLO, PSLO	2022-2023	\$35,000 Ongoing	Assessment of SLO, ISLO, PSLO	1	
	ACCJC Requirements 1 & 2	1,2		Implement complete ISLO & PSLO mapping and analysis of data	2022-2023	\$20,000	All ISLOs and PSLOs mapped	2	
	2021 Marketing Annual Update			Increase to marketing budget	2022-2023	\$15,000	Increase social media awareness and enrollment	3	
	2021 Marketing Annual Update			Increase to marketing budget for promotional items	2022-2023	\$6,000	Increased enrollment and awareness of LCC through promotional products	4	
	2021 Fire Tech IPR; 2021 GSS IPR			Develop System for Tracking Student Job Placement and Employment Retention.	2022-2023	\$25,000	Effective tracking of Student job placement	5	

	2020 Business IPR	3		Data accuracy/relevance	2020-2021	Unknown	More accurate and informative IPR	4	<i>Covered by Tableau implementation</i>
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INSTITUTIONAL EFFECTIVENESS ACTION PLAN

Institutional Effectiveness Action Plan 2022-2023 – 12 Strategies							
Item #	Strat Goal	Objective	Strategy Description	Desired Outcome	Timeline	Responsible Party(s)	Performance Measures
1	4		Job Placement Data for CTE Programs from CCC provided websites	Increase Faculty access to available job placement data	Spring 2023	Director of Institutional Effectiveness	All CTE faculty have access to job placement data by Spring 2023
2	3,4	1.6	Renew campus climate report (from January 2018) with additional student focus group information and additional employee surveys to complete a new comprehensive campus climate report.	Greater institutional understanding of LCC employee and student perspectives	Spring 2023	Director of Institutional Effectiveness; Guided Pathways Team	Ensure recommendations are being used in planning process.
3	1	1.4	Use consultant from IEPI Grant to help develop proposal for a Strengthening Institutions (Title III) grant for submission.	Improved Student Learning Program and Services Methodologies	Fall 2022	Grant Writing Team	Title III Grant
4	1	1.5 1.6	Provide training recommendations for student learning outcomes/administrative unit outcomes assessment: - as part of new employee onboarding and - as 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.

5	1, 2, 4	1,4	Assess primary contributing factors to low success rates in mathematics and science courses. Comparison to other similar CC's would be helpful.	Increased success rates through data-driven research outcomes.	Spring 2023	Director of Institutional Effectiveness	Improve student success and retention
6	1	1	Develop an IE Calendar that reflects specific data needs and frequency across the academic year.	Comprehensive IE Calendar that communicates organizational data needs	Spring 2023	Director of Institutional Effectiveness	Data needs are met in a timely manner across the College.
7	1, 4		Implement a means of automatically collecting Student Evals for IPRs;	New process to appropriately collect Student Evals for IPRs	Spring 2023	Academic Senate; DIE; VP Academic Services	
8			Identify which dashboards we need, assess the ones we currently have. Compiling ISLO, assess dashboard results – determine the most appropriate dissemination and analysis of ISLO data	Determine which ISLO factors tell a story about institutional effectiveness	Spring 2023	New Director of Institutional Effectiveness and SLO coordinator	The ISLO dashboards Agenda topics and discussions in meetings
9			Determining whether to include or exclude GESLOs results in planning	Improved accessibility and reliability of data	Spring 2023	New Director of Institutional Effectiveness and SLO coordinator	Dashboards Agenda topics and discussions in meetings
10			Join the CRSE level SLO data and schedule data to better support SLO+ Get SLO data into Datatel after Curriculum process.	Improved SLO data structure in CRSE on Datatel	Spring 2023	Curriculum Tech, SLO Coordinator	New SLO structure implementing SLO changes
11			Develop process, have training on bringing changes from curriculum into new SLO process	Smooth transition of SLO changes from Curriculum to SLO+	Spring 2023	Curriculum Tech, SLO Coordinator	New SLO structure implementing SLO changes

12			Determine the lead position for AUO assessment and coordination	Maintain improvement of AUO process	Spring 2023	Director of Institutional Effectiveness	The hiring, or determining what role is responsible for the AUO process
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Institutional Effectiveness Action Plan 2023-2024 – 4 strategies

Item #	Goal	Objective	Strategy Description	Desired Outcome	Timeline	Responsible Party(s)	Performance Measures
13	1	1.5	Continue to implement new dashboards as identified through IPR, NIPR or other shared governance or institutional needs	Improved accessibility and reliability of data	Multi – Year Goal	Director of Institutional Effectiveness	Implemented and improved Tableau including new dashboard tool to facilitate data-informed decision making
14	1	1.5	Continue to improve upon implementation of new SLO/AUO reporting solution,	Improved SLO/AUO data and access for IPRs	Multi – Year Goal	Director of Institutional Effectiveness	Implemented and improved SLO/AUO data reporting rate; improved institutional access to SLO/AUO data
15			Continued assessment of SLO data structure and training regarding SLO data entry into Datatel	Streamlined SLO changes	Ongoing	Curriculum Tech, SLO Coordinator	New structure system on Datatel
			ACCJC training for new standards	Compliance	Spring 2024	Director of Institutional Effectiveness/ with Accreditation Chairs as a resource	All constituency groups trained

Institutional Effectiveness Action Plan 2024-2025 – 3 Strategies							
Item #	Goal	Objective	Strategy Description	Desired Outcome	Timeline	Responsible Party(s)	Performance Measures
16	4	4.1	Evaluate and Update Retention Improvement Plan.	Improve student success	Multi – Year Goal	Vice-president of Academic Services and Dean of Student Services	Published plans
17	1	1.5	Continue to improve upon implementation of new dashboards reporting solution for use by LCC stakeholders	Improved accessibility and reliability of data	Multi – Year Goal	Director of Institutional Effectiveness	Implemented and improved Tableau, including new dashboard tool to facilitate data-informed decision making.
14	1	1.5	Continue to improve upon implementation of new SLO/AUO reporting solution	Improved SLO/AUO data and access for IPRs NIPRs	Multi – Year Goal	Director of Institutional Effectiveness	Implemented and improved SLO/AUO data
Institutional Effectiveness Action Plan 2025-2026 – 3 Strategies							
Item #	Goal	Objective	Strategy Description	Desired Outcome	Timeline	Responsible Party(s)	Performance Measures
18	4	4.1	Implement and Update Retention Improvement Plan	Improve student success	Multi – Year Goal	Vice-president of Academic Services and Dean of Student Services	Published plans SLO/AUO data
17	1	1.5	Continue to improve upon implementation of new dashboards reporting solution for use by LCC stakeholders	Improved accessibility and reliability of data	Multi – Year Goal	Director of Institutional Effectiveness	Implemented and improved Tableau, including new dashboard tool to facilitate data-informed decision making.

14	1	1.5	Continue to improve upon implementation of new SLO/AUO reporting solution	Improved SLO/AUO data and access for IPRs	Multi – Year Goal	Director of Institutional Effectiveness	Implemented and improved SLO/AUO data reporting rate; improved institutional access to SLO/AUO data
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Institutional Effectiveness Action Plan 2026-2027 – 3 Strategies

Item #	Goal	Objective	Strategy Description	Desired Outcome	Timeline	Responsible Party(s)	Performance Measures
18	4	4.1	Implement and Update Retention Improvement Plan	Improve student success	Multi – Year Goal	Vice-president of Academic Services and Dean of Student Services	Published plans
17	1	1.5	Continue to improve upon implementation of new dashboards reporting solution for use by LCC stakeholders	Improved accessibility and reliability of data	Multi – Year Goal	Director of Institutional Effectiveness	Implemented and improved Tableau, including new dashboard tool to facilitate data-informed decision making.
14	1	1.5	Continue to improve upon implementation of new SLO/AUO reporting solution	Improved SLO/AUO data and access for IPRs	Multi – Year Goal	Director of Institutional Effectiveness	Implemented and improved SLO/AUO data reporting rate; improved institutional access to SLO/AUO

Completed Actions Since Previous IEMP:

3	2		Met: Research and identify new SLO/AUO reporting solution	Improved SLO/AUO data for IPRs	Spring 2023	Director of Institutional Effectiveness	Identify and ready to implement new SLO/AUO reporting solution.
1	1	1.5	Met: Research and identify new key performance measure dashboard tool; begin implementation	Improved accessibility and reliability of data	Spring 2023	Director of Institutional Effectiveness	Implement Tableau, including new dashboard tool.
8	1	1.1	Met: Submit follow-up ACCJC report	Completed report that meets all ACCJC requirements	October 2022	ALO	Reaffirmation of accreditation
20	1, 4		Met: Update IPR Handbook and templates to accurately reflect data sources; Provide IPR Orientation	Updated IPR Handbook; Consistent IPR Orientations	Fall 2022	Academic Senate; DIE; VP Academic Services	
1	1	1.1	Submit follow-up ACCJC report	Completed report that meets all ACCJC requirements	Summer 2021	ALO	Reaffirmation of accreditation
2	1		Implemented process for analysis and reporting of PSLOs, GESLOs, ISLOs, and Strategic Goals for each academic program	IPR Data Addendums or GESLOs, ISLOs, and Strategic Goals distributed	Spring 2022	DIE	Data on achievement of PSLOs, GESLOs, ISLOs, and contribution towards Strategic Goals being written into IPRs.
3	1		Added further disaggregation of student achievement data into IPR Data packages	Distributed IPR Data packages containing disaggregation of data for CalWORKS, C.A.R.E., EOP&S, Foster Youth, Veteran Status of students	Fall 2021	DIE	Disaggregated data now written into IPRs.

ATTACHMENT C
Student Services Master Plan

LASSEN COMMUNITY COLLEGE STUDENT SERVICES

MASTER PLAN



2022-2027

Approved by Student Services Master Planning Committee – 04/03/23 Approved by
Consultation Council – 4/10/23

Section IV – Five Master Plans

1. Student Services Master Plan and Student Services Staffing Plan

I. INTRODUCTION

The Student Services Master Plan highlights the services needed to maximize the student experience through a variety of key student support services. The Educational Master Plan initiatives in professional development, capacity building, program development, outreach implementation and 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 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
 - 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
 - Disability Programs and Services for Students
 - CalWORKs
 - Extended Opportunities Programs and Services/CARE
 - TRiO Student Support Services
 - Veterans
 - Student Equity and Achievement Program
 - Incarcerated Students
- Admissions and Records
 - Admissions
 - Records and Attendance Accounting
- Financial Aid
 - Aid 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
 - Discover Lassen College
- Probation and Academic Disqualification Advising Services
- Student Resource Center
 - Student Resource and Basic Needs Director
- Mental Health Services
 - Mental Health Coordinator
 - Behavioral Intervention Team

II. STUDENT SERVICES PLANNING COMMITTEE

The Student Services Planning Committee is comprised of employees from a variety of different areas and disciplines on campus. The committee consists of two administrators, four faculty members, two classified, three 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 monitors and supports the Student Equity & Achievement Plan through the lens of the Student Services Master 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 Student Services Master Plan is composed of the five annual action plans that start in academic year 2022-2023 and ends in academic year 2026-2027. Each year the Student Services Master Plan is reevaluated, updated. The plan is 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 2022-2023:

- Colleen Baker – Administration
- Roxanna Haynes - Administration
- Heather DelCarlo – Classified
- Tara Harkema – Classified
- Janet Marinoni – Faculty
- Colby Chavez – Faculty
- Richard Swanson - Faculty
- Celeste Wiser – Faculty
- Jennifer Tupper – Management
- Annika Peacock – Management
- Bridget Gowin – Management
- Student representative as assigned

2022-2027 Long Range Student Services Master Plan District

Strategic Initiatives

- 1. Increase and retain enrollment**
 - a. Grow the nursing program**
 - b. Expand athletic programs**
 - c. Increase enrollment in current programs**
 - d. Explore other opportunities**
- 2. Improve and expand student housing**
- 3. Continue to meet accreditation standards.**

Strategic Goals:

- 1. Institutional Effectiveness:** Provide the governance, leadership, integrated planning and accountability structures, and processes to effectively support an inclusive learning environment, while ensuring responsible stewardship of public trust and resources.
- 2. Learning Opportunities:** Provide an array of rigorous academic programs delivered via a variety of modalities that promote student equity and learning while meeting the needs of the local and global community.
- 3. Resource Management:** Manage human, physical, technological and financial resources to sustain fiscal stability and effectively support the learning environment.
- 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.

SSMP Long Range Plans

1. SSMP Long-Range Plan #1 – Deliver improved Student Services by implementing innovative technology and maximizing use of existing systems and applications

Strategic Initiatives 1, Strategic Goals 4, and Objectives 4.1

2022-23

Strategy Description: *Implement a new student portal and smartphone app to improve communication channels and accessibility to services for students ~ completed.* Redirect student services technology platform to ConexED. This platform offers more efficient tools to better track student support and progress offering students a more accessible, streamlined, and intuitive educational experience.

Expected Outcome: Improved data collection enabling a more targeted response towards retention and persistence. AUOs were updated in Spring 2022 – data was collected in Fall 2022. AUOs were aligned to the individual program goals and required reports.

Responsible Party(s): Vice President Student Services, Dean of Student Services, and Dean of Student Equity and Special Programs

Performance Measures: Increased retention and persistence rates.

2023-24

Strategy Description: Collect data from improved program utilization, evaluate results, and implement targeted responses to equity and achievement gaps.

Expected Outcome: Improved student experience and decreased completion to degree time.

Responsible Party(s): Vice President Student Services / VP or Dean of Instruction, Dean of Student Services, and Dean of Student Equity and Special Programs

Performance Measures: Improved completion rates and fewer units accumulated.

2024-25

Strategy Description: Assess the accomplishments and effectiveness of the goals defined in the Equity Plan. Continue to collect data from increased program utilization, evaluate results, and implement targeted responses to equity and achievement gaps.

Expected Outcome: Improved student experience and decreased completion to degree time.

Responsible Party(s): Vice President Student Services / VP or Dean of Instruction, Dean of Student Services, and Dean of Student Equity and Special Programs

Performance Measures: Improved completion rates and fewer units accumulated.

2025-26

Strategy Description: Assess the accomplishments and effectiveness of the goals

defined in the Equity Plan. Continue to collect data from increased program utilization, evaluate results, and implement targeted responses to equity and achievement gaps.

Expected Outcome: Create a new Student Equity Plan

Responsible Party(s): Vice President Student Services / VP or Dean of Instruction, Dean of Student Services, and Dean of Student Equity and Special Programs

Performance Measures: Improved completion rates and fewer units accumulated

2. SSMP Long-Range Plan #2 – Improve student success and retention through the offering of a comprehensive student resource center, mental health services, Career Development and transfer, and additional support programs

Strategic Initiative: 1, Strategic Goal: 4, Objective 4.1

2022-23

Strategy Description: *Develop designated space for Student Resource Center and hire personnel ~ completed.* Implement dedicated space and hire Behavioral Health Manager to address mental health crisis among student population Done!.

Additionally, expand services and activities in Career Transfer Center (in progress!).

Expected Outcome: Reduced basic needs insecurity for students and increased participation in Career pathways.

Responsible Party(s): Vice President Student Services, Dean of Student Services, and Dean of Student Equity and Special Programs

Performance Measures: Review data collected on students receiving services through SRC, mental wellness services, and Career and Transfer Center and determine areas of greatest need.

2023-24

Strategy Description: Continue to develop Student Resource Center programming and community partnerships. Continue offering workshops and trainings for staff on mental health awareness. Continue to expand services and activities in Career Transfer Center.

Expected Outcome: Reduced basic needs insecurity for students and increased participation in Career pathways.

Responsible Party(s): Vice President Student Services, Dean of Student Services, and Dean of Student Equity and Special Programs

Performance Measures: Review data collected on students receiving services through BNC these programs and determine areas of greatest need

2024-25

Strategy Description: **Determine any equity gaps in these areas and target students missing out.** Continue to develop Student Resource Center programming and community partnerships. Fully implement Career Pathways throughout campus programming.

Expected Outcome: Reduced basic needs insecurity for students and increased

participation in Career pathways.

Responsible Party(s): Vice President Student Services, Dean of Student Services, and Dean of Student Equity and Special Programs

Performance Measures: Review data collected on students receiving services through these programs and determine areas of greatest need

2025-26

Strategy Description: Determine any equity gaps in these areas and target students missing out. Implement new programs / spaces / clubs such as for formerly incarcerated students and foster youth.

Expected Outcome: Reduced basic needs insecurity for students and increased participation in Career pathways.

Responsible Party(s): Vice President Student Services, Dean of Student Services, and Dean of Student Equity and Special Programs

Performance Measures: Review data collected on students receiving services through BNC these programs and determine areas of greatest need

- 3. SSMP Long-Range Plan #3 – Increase enrollment through early outreach and recruitment, robust onboarding, and continuous engagement efforts, especially for underrepresented student populations.**

Strategic Initiative: 1, Strategic Goal: 4, Objective 4.1, 4.3

2022-23

Strategy Description: In early outreach, target student populations, with increased K-12 opportunities, such as Discover Lassen and College Day. Additionally, implement goals of the Student Equity Plan to increase access and success of target populations.

Expected Outcome: Increased enrollment, specifically in the DI groups

Responsible Party(s): Vice President Student Services, Dean of Student Services, and Dean of Student Equity and Special Programs

Performance Measures: Outreach data detailing conversion to students and increased DI population data evaluation.

2023-24

Strategy Description: Continue to develop early outreach activities, target student populations, with increased K-12 opportunities, such as Discover Lassen and College Day. Additionally, implement goals of the Student Equity Plan to increase access and success of target populations. Western Undergraduate Exchange (WUE). Begin targeting advertising to DEIA groups with new vocational programs (Dental, Vet Tech, RN, AJ, FS, etc.)

Expected Outcome: Increased enrollment, specifically in the DI groups

Responsible Party(s): Vice President Student Services, Dean of Student Services, and Dean of Student Equity and Special Programs

Performance Measures: Outreach data detailing conversion to students and increased DI population data evaluation.

2024-25

Strategy Description: Continue to develop early outreach activities, target student populations, with increased K-12 opportunities, such as Discover Lassen and College Day. Additionally, implement goals of the Student Equity Plan to increase access and success of target populations. WUE. Begin targeting advertising to DEIA groups with new vocational programs (Dental, Vet Tech, RN, AJ, FS, etc.)

Expected Outcome: Increased enrollment, specifically in the DI groups **Responsible**

Party(s): Vice President Student Services, Dean of Student Services, and Dean of Student Equity and Special Programs

Performance Measures: Outreach data detailing conversion to students and increased DI population data evaluation.

2025-26

Strategy Description: Continue to develop early outreach activities, target student populations, with increased K-12 opportunities, such as Discover Lassen and College Day. Additionally, implement goals of the Student Equity Plan to increase access and success of target populations. WUE. Begin targeting advertising to DEIA groups with new vocational programs (Dental, Vet Tech, RN, AJ, FS, etc.)

Expected Outcome: Increased enrollment, specifically in the DI groups **Responsible**

Party(s): Vice President Student Services, Dean of Student Services, and Dean of Student Equity and Special Programs

Performance Measures: Outreach data detailing conversion to students and increased DI population data evaluation.

4. **SSMP Long-Range Plan #4 – Improve equitable outcomes and close equity gaps for LCC’s disproportionately impacted groups through increased engagement and retention efforts.**

Strategic Initiative: 1, Strategic Goal: 4, 2, Objective 4.3

2022-23

Strategy Description: Implement cultural events, workshops, curriculum audits, and ongoing professional development for staff and faculty in the area of DEIA. Increase early interventions and support services to minimize student barriers.

Expected Outcome: Increased completions for DI groups.

Responsible Party(s): Vice President Student Services, Dean of Student Services, and Dean of Student Equity and Special Programs

Performance Measures: Evaluate completion data and target information for Vision for Success metrics.

2023-24

Strategy Description: Continue to implement cultural events, workshops, and ongoing professional development for staff and faculty in the area of DEIA. Increase early

interventions and support services to minimize student barriers (housing security, childcare, food insecurities, mental health, academic support, technology support, textbook lending / ZTC, academic counseling, transportation, etc.). Explore OEI and universal design options to improve inclusive classroom practices. Relocate categorical programs (EOP&S, CalWorks, TRiO TRACS) to Vocational Technical Building to address student access to services.

Expected Outcome: Increased services and support for DI groups resulting in increased completion rates.

Responsible Party(s): Vice President Student Services, Dean of Student Services, and Dean of Student Equity and Special Programs, Dean of Instruction **Performance**

Measures: Evaluate completion data and target information for Vision for Success metrics.

2024-25

Strategy Description: Implement cultural events, workshops, curriculum audits, and ongoing professional development for staff and faculty in the area of DEIA. Increase early interventions and support services to minimize student barriers (housing security, childcare, food insecurities, mental health, academic support, technology support, textbook lending / ZTC, academic counseling, transportation, etc.).

Expected Outcome: Increased completions for DI groups.

Responsible Party(s): Vice President Student Services, Dean of Student Services, and Dean of Student Equity and Special Programs, Dean of Instruction **Performance**

Measures: Evaluate completion data and target information for Vision for Success metrics.

2025-26

Strategy Description: Implement cultural events, workshops, curriculum audits, and ongoing professional development for staff and faculty in the area of DEIA. Increase early interventions and support services to minimize student barriers (housing security, childcare, food insecurities, mental health, academic support, technology support, textbook lending / ZTC, academic counseling, transportation, etc.).

Expected Outcome: Increased completions for DI groups.

Responsible Party(s): Vice President Student Services, Dean of Student Services, and Dean of Student Equity and Special Programs, Dean of Instruction **Performance**

Measures: Evaluate completion data and target information for Vision for Success metrics.

5. SSMP Long-Range Plan #5 – Build on services offered in the Career Transfer Center to support pathways meeting workforce needs and transfer activities that align students with bachelor degree completion.

Strategic Initiative:1, Strategic Goal: 2, Objective 2.4

2022-23

Strategy Description: Partner with CTE programs and local workforce development agencies to develop services offered in the Career Transfer Center, build back

relationships with Alliance For Workforce Development (post COVID) and support pathways that meet workforce needs. Schedule multiple college visits throughout the school year and return to Discover Lassen activity. Promote the LCC Career Online Platform to connect LCC students with employers

Expected Outcome: Successful completions of degrees and certificates in CTE areas as well as increased transfer and job placement rates.

Responsible Party(s): Vice President Student Services, Dean of Student Services, and Dean of Student Equity and Special Programs

Performance Measures: Review data collected through ConexED, CTE Employment Outcomes Survey (CTEOS), and transfer data.

2023-24

Strategy Description: Continue to develop partnerships with CTE programs and expand to regional workforce development agencies to advance services offered in the Career Transfer Center, maintain relationship with AFWD and support pathways that meet workforce needs. Schedule multiple college visits throughout the school year and prepare for 2024-2025 Discover Lassen activity. Expand and promote the LCC Career Online Platform to connect LCC students with employers

Expected Outcome: Successful completions of degrees and certificates in CTE areas as well as increased transfer and job placement rates.

Responsible Party(s): Vice President Student Services, Dean of Student Services, and Dean of Student Equity and Special Programs

Performance Measures: Review data collected through ConexED, CTE Employment Outcomes Survey (CTEOS), and transfer data.

2024-25

Strategy Description: Continue to develop partnerships with CTE programs and maintain both local and regional workforce development agency relationships to advance services offered in the Career Transfer Center, maintain relationship with AFWD and support pathways that meet workforce needs. Schedule multiple college visits throughout the school year and deliver Discover Lassen activity to community. Expand and promote the LCC Career Online Platform to connect LCC students with employers

Expected Outcome: Successful completions of degrees and certificates in CTE areas as well as increased transfer and job placement rates.

Responsible Party(s): Vice President Student Services, Dean of Student Services, and Dean of Student Equity and Special Programs

Performance Measures: Review data collected through ConexED, CTE Employment Outcomes Survey (CTEOS), and transfer data.

2025-26

Strategy Description: Continue to develop partnerships with CTE programs and maintain both local and regional workforce development agency relationships to advance services offered in the Career Transfer Center, maintain relationship with AFWD and support pathways that meet workforce needs. Schedule multiple college

visits throughout the school year and deliver Discover Lassen activity to community. Expand and promote the LCC Career Online Platform to connect LCC students with employers

Expected Outcome: Successful completions of degrees and certificates in CTE areas as well as increased transfer and job placement rates.

Responsible Party(s): Vice President Student Services, Dean of Student Services, and Dean of Student Equity and Special Programs

Performance Measures: Review data collected through ConexED, CTE Employment Outcomes Survey (CTEOS), and transfer data.

6. SSMP Long-Range Plan #6 – Pursue partnerships with UC Merced and Cal Poly Humboldt to advance opportunities for transfer for Lassen Community College students.

Strategic Initiative:1, Strategic Goal: 4, 2, Objective 4.3

2022-23

Strategy Description: Meet with stakeholders at both campuses to continue early conversations on transfer opportunities and pathways.

Expected Outcome: Signed MOU's solidifying partnership to grow enrollment on each of our campuses through transfer opportunities

Responsible Party(s): Vice President Student Services, Dean of Student Services, and Dean of Student Equity and Special Programs,

Performance Measures: Signed MOU and strategic plan to launch partnerships.

2023-24

Strategy Description: Identify clear pathways for students to simplify process of degree attainment at either four-year institution.

Expected Outcome: Articulation agreements for multiple degrees and opportunities for completion. *The articulation is in place for the following degrees (Social Work, Nursing- Humboldt and Psy, Soc, and ANTH for UC Merced).*

Responsible Party(s): Vice President Student Services, Dean of Student Services, Dean of Student Equity and Special Programs, Articulation Officer, Director of Nursing & Allied Health, and Career and Transfer Coordinator and Director

Performance Measures: Evaluation of transfer data.

2024-25

Strategy Description: Improve and promote transfer opportunities for students interested in either UC Merced or Humboldt after year 1 and year 2 evaluation of process.

Expected Outcome: further increase in transfer rates.

Responsible Party(s): Vice President Student Services, Dean of Student Services, and Dean of Student Equity and Special Programs, Director of Nursing & Allied Health, Articulation Officer, and Career and Transfer Coordinator and Director

Performance Measures: Evaluation of transfer data

ATTACHMENT D

Institutional Technology Master Plan

LASSEN COMMUNITY COLLEGE

INSTITUTIONAL TECHNOLOGY MASTER PLAN



2023-2028

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 (Student Self-Service). 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. Canvas is the adopted Learning Management System (LMS) platform and is remotely hosted by Instructure. Classrooms have previously been upgraded with technology such as short-throw projectors and docking stations however, all classrooms are in need of technology upgrades. Two classrooms (CA113 & HU204) 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 2020-21 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 Spring 2021.

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 2022-2023 Institutional Technology Planning Committee:

- Carie Camacho- (Administration) - Interim Superintendent/President
- David Corley- (Administration) - CBO/DIT
- Julie Johnston (Management) – Public Relations Officer
- Melissa Hill (Management)- HR Generalist
- Jackson Ng (Faculty) – Mathematics
- Sharlene Murphy (Faculty) – Academic Resource Center
- Logan Merchant (Classified) – Information Technology
- Trent Lewis (Classified)- Information Technology
- Nicole Kelley (Management) – Director of Resource
- James Kleckner- (Faculty) Art Instructor
- Thomas Kareck- (Faculty) Psychology Instructor
- Laura Rotlisberger- (Faculty) English Instructor
- <vacant> – Associated Student Body (ASB)

III. 2023-2028 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. Insurance is requiring regular training for all employees on cybersecurity in the workplace. IT needs training to stay current with technology.

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 instructional technology and administrative support. This will allow us to most appropriately address the rapidly emerging changes to both instructional delivery and student services.

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, social media, Regroup, 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. CCC MyPath has been implemented and is being used in our Application process for prospective students in an effort to provide them useful information at the time they complete their LCC Application.

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. Additional network IP clocks need to be installed in all classrooms and other appropriate areas to aid with emergency announcements. There is a need to upgrade some classrooms on campus that will allow for a hyflex type of instruction delivery. These classrooms will need additional technology such as Owls and speakers to allow for more collaboration and increased participation for zoom meetings. The security of the IT network and infrastructure needs to be improved and one way will be to implement multifactor authentication for employees accessing network resources.

Projects completed since 2021:

Source	Strategic Goal	Line Item	Planning Agenda Item(s)	Implementation Time frame	Estimated Cost	Expected Outcome	Unit Priority	Area Priority	Fund Source	Notes
ITMP	1,3		Information Technology Specialist III	2021-22	\$107,000	Hire Information Technology Specialist III Position	1	1	General Fund	Done – SP22 (Trent)
ITMP	1,3		Information Technology Specialist III (reclassification)	2021-22	\$8,500	Reclassify existing Information Technology Specialist II employee to a Information Technology Specialist III	2	2	General Fund	Done – SP22 (Jake – now hired as James))
ITMP	1,3		Information Technology Specialist III (reclassification)	2021-22	\$8,500	Reclassify existing Information Technology Specialist II employee to a Information Technology Specialist III	3	3	General Fund	Done – SP22 (Logan)
A&R	2		Additional Scanners	2021-22	\$1000	Increase Efficiency	5	2		There is a matching One Time Expense Fall 2024 should be reassessed after implementation of ConexEd as this may not be an issue. Reassess in F24

IEMP	1,3		Web Master Position	2021-22	\$107,000	Hire one person dedicated to the web needs of the college	3	5	General Fund	Currently contracting out. Not needed but should be reassessed in the next IT NIPR
SSMP	2, 3, 4		Way Finding App (and Signage)	2021-22	\$200,000	To appropriately support new and continuing students.	1	7		This is no longer needed as the App is out of date and no longer is viable.
Residence Hall	3		Installation of Video surveillance cameras on North, South exterior walls & entrance to campus	2021-22	\$25,000	Improved safety and security	3	4		Began in SP23 – In-progress
2018 Natural Science/Mathematics IPR	3, 4	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	2021-22	\$1500 (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	6	8		"Papercut" purchase planned for F23

2023-2028 LONG RANGE INFORMATION TECHNOLOGY MASTER PLAN

Strategic Initiatives:

1. Increase and retain enrollment
 - a. Grow the nursing program
 - b. Expand athletic programs
 - c. Increase enrollment in current programs
 - d. Explore other opportunities
2. Improve and expand student housing
3. Continue to meet accreditation standards.

Strategic Goals:

1. Institutional Effectiveness: Provide the governance, leadership, integrated planning and accountability structures, and processes to effectively support an inclusive learning environment, while ensuring responsible stewardship of public trust and resources.
2. Learning Opportunities: Provide an array of rigorous academic programs delivered via a variety of modalities that promote student equity and learning while meeting the needs of the local and global community.
3. Resource Management: Manage human, physical, technological and financial resources to sustain fiscal stability and to effectively support the learning environment.
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,

ITMP Long Range Plan #1: Data Security

Goal 3 Objective 3.2, Strategic Initiative 1, 3

2023-2024

Strategy Description: Assess data security strengths and weaknesses. **Expected Outcome:** Document LCC's data security strengths and weaknesses. **Responsible Party(s):** IT Director, IT staff

Performance Measures Outcome: Begin assessment.

2024-2025

Strategy Description: Assess data security strengths and weaknesses. **Expected Outcome:** Document LCC's data security strengths and weaknesses. **Responsible Party(s):** IT Director, IT staff

Performance Measures Outcome: Completed assessment by the end of 2023-2024.

2025-2026

Strategy Description: Develop an IT data security plan, train IT staff, and purchase equipment, hardware and software to counter data security threats.

Expected Outcome: Fewer data security breaches, improved response to data security threats, and faster response when repairing data losses.

Responsible Party(s): IT Director, IT staff

Performance Measures Outcome: Completed IT data security plan, IT staff training, and equipment, hardware and software purchases.

2026-2027

Strategy Description: Train IT staff and purchase equipment, hardware, and software to counter data security threats.

Expected Outcome: Fewer data security breaches, improved response to data security threats, and faster response when repairing data losses.

Responsible Party(s): IT Director, IT staff

Performance Measures Outcome: Completed IT data security plan, IT staff training, and equipment, hardware and software purchases.

2027-2028

Strategy Description: Evaluate previous years' progress and assess current data security strengths and weaknesses.

Expected Outcome: Document LCC's progress toward mitigating data security threats and assess current data security strengths and weaknesses.

Responsible Party(s): IT Director, IT staff

Performance Measures Outcome: Updated IT data security plan.

ITMP Long Range Plan #2: Update Campus IT Hardware and Software

Goal 3 Objective 3.2, Strategic Initiative 1, 3

2023-2024

Strategy Description: Assess IT hardware and software needs. **Expected Outcome:** Document LCC's IT hardware and software needs. **Responsible Party(s):** IT Director, IT staff

Performance Measures Outcome: Begin assessment.

2024-2025

Strategy Description: Upgrade Colleague system.

Expected Outcome: Ability for LCC staff to use Colleague as the current system is out-of-date.

Responsible Party(s): IT Director

Performance Measures Outcome: New Colleague system in place.

2025-2026

Strategy Description: Upgrade VMware Host and update classroom technology

Expected Outcome: Ability for LCC staff to use the Cloud for document storage and working classroom technology.

Responsible Party(s): IT Director, IT staff

Performance Measures Outcome: Updated VMware Host system in place and 15% of classrooms with new working classroom technology.

2026-2027

Strategy Description: Upgrade UPS back-up batteries, begin replace rotation for instructor computers, update classroom technology.

Expected Outcome: Ability for LCC staff to use systems during power outages, and provide updated instructor computers.

Responsible Party(s): IT Director, IT staff

Performance Measures Outcome: Number of back-up batteries, 15% of instructor computers replaced, and 15% of classrooms with new working classroom technology. .

2027-2028

Strategy Description: Assess IT hardware and software needs, continue with previous IT projects.

Expected Outcome: Document LCC's IT hardware and software needs.

Responsible Party(s): IT Director, IT staff

Performance Measures Outcome: Completed assessment and continued replacement of both instructor computers and classroom technology.

Goal 1, 3 Objective 3.2, Strategic Initiative 1, 3, 5

2023-2024

Strategy Description: Assess campus platforms and services for relevance; begin CVC-OEI Teaching College status.

Expected Outcome: Document LCC's platforms and recommend changes; join CVC-OEI Teaching College Cohort.

Responsible Party(s): IT Director, IT staff

Performance Measures Outcome: Begin assessment.

2024-2025

Strategy Description: Support campus in replacing Starfish with ConexEd; become a CVC-OEI Teaching College.

Expected Outcome: LCC employees are able to use ConexEd for daily tasks; earn CVC-OEI Teaching College status

Responsible Party(s): IT Director, V.P of Student Services, V.P. of Instruction

Performance Measures Outcome: ConexEd is operational; CVC-OEI Teaching College status.

2025-2026

Strategy Description: Support campus in replacing Adobe PDFs with Dynamic Forms.

Expected Outcome: LCC staff employees are able to use Dynamic Forms. **Responsible Party(s):** IT Director,

V.P. of Student Services, V.P. of Instruction **Performance Measures Outcome:** Dynamic Forms is operational.

2026-2027

Strategy Description: Support campus in replacing current website with new website.

Expected Outcome: New website that is both aesthetically pleasing and functions correctly.

Responsible Party(s): IT Director, IT staff

Performance Measures Outcome: New website is operational.

2027-2028

Strategy Description: Assess content on new website for accuracy and replace as needed.

Expected Outcome: Document LCC's website content.

Responsible Party(s): IT Director, IT staff, V.P. of Student Services, V.P. of Instruction

Performance Measures Outcome: Accurate content is displayed in the new website.

Facilities Master Plan

LASSEN COMMUNITY COLLEGE FACILITY MASTER PLAN



2022-2027

Section IV – Five Master Plans

Facilities Master Plan and Facilities Staffing Plan

INTRODUCTION

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 students, parents, visitors, alumni, faculty, and staff. In short, our facilities should provide a safe on-campus learning experience which fosters a vibrant, diverse and integrated community.

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 108-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, the District 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 to the Sierra Army Depot

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; health & safety, institutional/academic prioritization, functionality, aesthetics, economic feasibility, environmental impact, 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 students, 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.

The Facilities Planning Committee is charged to:

- Submit the Annual Facilities Master Plan Update to Consultation Council/Strategic Planning Committee
- Review and comment on Safety Committee and Emergency Task Force recommendations and proposed solutions
- Review and comment on various mandated reporting documents (i.e. 5 year Capital Outlay plan, scheduled Maintenance, recycling/energy and water programs etc.)
- Recommend construction and modification of District facilities, assets, and properties
- Recommend sequencing and priority of large district renovation and construction project
- Assist drafting of policies and procedures related to managing the physical plant
- Develop, review, and adjust facilities planning documents including Long Range Facilities Master Plan.

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 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.

FACILITIES MASTER PLANNING COMMITTEE MEMBERSHIP:

The following individuals served as members of the 2022-2023 Educational Master Plan/Academic Planning Committee:

Two Administrators

- Director of Institutional Effectiveness (vacant)
- Chief Business Officer (vacant)

*Carie Camacho, Interim President / Superintendent served as a designee

Two Confidential / Management

- Dan Williams
- Francis Beaujon

Two Faculty

- Carie Nyman
- Tom Rogers

Two CSEA

- Tiffany Montgomery
- Michael Blaschak

One Student Representative

- Vacant

PREVIOUS MASTER PLAN ITEMS COMPLETED:

Source	Strategic Goal	Line Item	Planning Agenda Item(s)	Implementation Time Frame	Estimated Cost	Expected Outcome	Unit Priority	Area Priority	Funding Source
018-2023 Facilities IPR	1,3,4	1	Administrative Assistant IV	<u>2021-2022</u>	\$76,000	Increased Departmental Efficiency/Continuity	1	1	GF
018-2023 Facilities IPR	1,3,4	2	Maintenance Custodian	<u>2021-2022</u>	\$61,000	Increased basic health and safety services	2	2	GF
018-2023 Facilities-IPR	1,3,4	5	Maintenance Specialist II	<u>2024-2025</u>	\$69,200	Increased Maintenance Effectiveness	5	5	GF
019 Work	3	1	Install railings circling the top of internal stair well in Humanities need to be redesigned to reduce small child fall hazard	<u>2021-2022</u>	\$5,000	Improved safety	1	1	GF
ITMP			Backup Generator and Air Conditioning for Server Room (VT)		\$100,000	Ensure reliability of Campus IT Infrastructure		2	GF
FMP	3	3	Grind cracked and heaving sidewalks	<u>2021-2022</u>	\$10,000	Safety		4	GF
SMP/C a IWOR KS	4	14	Lactation rooms on campus	<u>2021-2022</u>	\$500	Meet current educational code and state laws Education Code Section	11	5	GF
SMP/R eidence Hall	3,4	12	Dorm- Completion of Recreation Room/Public Restroom/Main Entry/Stairs	<u>2021-2022</u>	\$100,000	Student Life & Safety	2	6	Dorm Fund

Business IPR	4	9	Install emergency exit (CA-123 to CA-116/Main Hallway)	<u>2021-2022</u>	\$25,000	Federal/State compliant	16	7	SWI
Business IPR	4	8	Clean out storage	<u>2021-2022</u>	\$1,000	ADA compliant	15	8	SWI
Business IPR	3	10	Remove ceiling fixtures/	<u>2021-2022</u>	\$20,000	Clean, neat, organized	17	9	SWI
Gunsmithing IPR	4	21	Conex Box Completion	<u>2021-2022</u>	\$20,000	Storage for gunsmithing supplies		10	SWI
EMPP/R e vidence Hall	3	11	Backup Generator (Dorm)	<u>2022-2023</u>	\$200,000	Safety and security during power outages	1	13	GF
Facilitie	3	16	Emergency Exit Signs	<u>2022-2023</u>	\$20,000	Campus Safety		15	
WVOR S	3, 4	20	Changing Stations in each building	<u>2022-2023</u>	\$500	create family friendly environment		16	
2019 Admin of Justice IPR	3	7	Locate, renovate, or acquire dedicated instructional and /or lab space that can be utilized for multi-day training course and scenarios.	<u>2022-2023</u>	\$150,000	Dedicated Educational Lab space to house AJ program and training equipment	14	17	S
2017 Welding IPR	1,4	3	Improve the current ventilation system in TR103	<u>2024-2025</u>	\$40,000	Health and safety	3	20	S
2014 Athletics IPR	1,3	5	Add one Whirlpool to the Athletic Training Center Room w/ installation	<u>2024-2025</u>	\$6,000	Allow more students to take advantage of the whirlpool therapy	8	21	
2017 Welding IPR	1	6	Add electrical drops for welding booths	<u>2025-2026</u>	\$5,000	Expand student capacity and increase graduation rates	11	22	S
2018 Natural science IPR	4	2	Hazardous waste disposal (chemical and preserved specimens)	<u>2021-2022</u>	\$2,500	Provide safe and environmentally sound learning and working environment		2	GF
FMP	3	4	Potholes Crack Seals repair Campus wide	<u>2021-2022</u>	\$25,000	Safety		5	GF
FMP	3	25	Safety Ballard (Gas & Electric)	2021-2026	\$24,000	Campus Safety		1	GF
FMP	3	16	Install two transformers and Panels & Remove UPS system from Vo-Tech Bldg.	2021-2026	\$50,000	Campus Safety		4	GF
FMP	3	18	Repair& Replace cracked and failing walkways (Main Entry & Circle Drive)	2021-2026	\$200,000	Campus Safety		5	GF
Facilitie s	3	55	Electronic Access/Locks (Campus Wide)	2021-2026	\$900,000 (one time)	To increase security for all campus occupants and provide for mass lock-down during campus security Incidents.		9	GF

2017 Fine Arts	2, 4	45	Track lighting & lights in CA 201	2021-2026	\$1,200		4	12	
2016 Auto IPR	2, 4	46	Provide tables and chairs to replace desks in the classroom	2021-2026	\$5,000	Increase student learning	5	13	GF
FMP	3	20	Lighting System for Classrooms (Campus Wide) LMUD Grant	2021-2026	\$100,000	Decreased Utility costs, and improved lighting quality		15	LMU Gran
FMP	3	40	Replace Main Boiler Standalone Boilers Phase (Café', Dorm, Gym)	2021-2026	\$240,000	Cost Savings/Efficiency		18	GF
2018 Natural Science/ Mathem	3,4	64	Systematically replace the chairs in all classrooms over the next several years.	2021-2026	\$3,000/ room of 24 chairs	Improve the learning and safety environment for students		21	GF
s IPR	3	57	Replace Main Boiler Standalone Boilers Phase III (Cafe, M/S, Athletic	2021-2026	\$240,000	Cost Savings/ Efficiency		22	Prop
FMP	3	21	12 Passenger Van	2021-2026	\$32,000	Compliance to replace 15 passenger vans		23	GF
2019 Kinesiol o y/Athl eti cs IPR	3	52	Gymnasium Remodel	2021-2026	\$250,000	To improve the aesthetics of the Gym Foyer (and other areas) to present a more appropriate impression of LCC Kinesiology/Athletics programs.		33	GF

2022-2027 LONG RANGE FACILITIES MASTER PLAN

Strategic Initiatives:

1. Increase and retain enrollment
 - a. Grow the nursing program
 - b. Expand athletic programs
 - c. Increase enrollment in current programs
 - d. Explore other opportunities
2. Improve and expand student housing
3. Continue to meet accreditation standards.

Strategic Goals:

1. Institutional Effectiveness: Provide the governance, leadership, integrated planning and accountability structures, and processes to effectively support an inclusive learning environment, while ensuring responsible stewardship of public trust and resources.
2. Learning Opportunities: Provide an array of rigorous academic programs delivered via a variety of modalities that promote student equity and learning while meeting the needs of the local and global community.
3. Resource Management: Manage human, physical, technological and financial resources to sustain fiscal stability and to effectively support the learning environment.
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.

Goal 2, 3, 4 Objective 4.6, Strategic Initiative 1, 2

2022-2023

Strategy Description: Repair sidewalks determined to be in worst condition across campus, repaving potholes in parking lots, and pour cement for ADA access around Café. Replace floor in weight room in gym to ADA compliant floors.

Expected Outcome: Accessible access to campus, classrooms, and student services for all students, faculty and staff.

Responsible Party(s): Facilities

Performance Measures Outcome: Completed projects for 2022-2023.

2023-2024

Strategy Description: Replace exterior doors at both entrances in Dorm and Creative Arts east entrance for automatic ADA doors. Various sidewalk repairs across campus.

Expected Outcome: Accessible access to campus, classrooms, and student services for all students, faculty and staff

Responsible Party(s): facilities

Performance Measures Outcome: Completed projects for 2023-2024.

2024-2025

Strategy Description: Begin work on improved ADA access in gym including replacing doors, floors, and bathroom. VT upgrades for ADA access. Continue to assess sidewalks for repairs.

Expected Outcome: Accessible access to campus, classrooms, and student services for all students, faculty and staff

Responsible Party(s): Facilities

Performance Measures Outcome: Completed projects for 2024-2025.

2025-2026

Strategy Description: Cogen ADA upgrades for staff access. Continue to assess sidewalks for repairs. Assess other repairs necessary for ADA compliance across campus.

Expected Outcome: Accessible access to campus, classrooms, and student services for all students, faculty and staff.

Responsible Party(s): Facilities

Performance Measures Outcome: Completed projects for 2025-2026.

2026-2027

Strategy Description: Assess other repairs necessary for ADA compliance across campus.

Expected Outcome: Accessible access to campus, classrooms, and student services for all students, faculty and staff.

Responsible Party(s): Facilities

Performance Measures Outcome: Completed projects for 2026-2027.

FMP Long Range Plan #2: Improve reliability of campus infrastructure (Facilities NIPR)

Goal 2, 3, 4 Objective 3.3, Strategic Initiative 1, 2

2022-2023

Strategy Description: Upgrade water system including well #1, install meters, new water services, new valves, and backflows. Begin upgrading sewer from lift stations to gravity flow. Replacing old and failing lines. Installing and repairing electrical wires across campus.

Expected Outcome: Improved infrastructure means quality student and staff experience on campus, ability to house all academic and student services.

Responsible Party(s): Facilities

Performance Measures Outcome: Projects or phases of projects completed. Budgets for additional projects completed.

2023-2024

Strategy Description: Continuing electrical wiring project to include street lights. Replace transformer in Creative Arts. Continue sewer upgrades to Creative Arts, Café, and removal of lift stations to gravity for east side of campus. Repowering the Cogen plant. Begin water improvement grant research. Begin universal door lock project. Replacing fire hydrants across campus.

Expected Outcome: Improved infrastructure means quality student and staff experience on campus, ability to house all academic and student services.

Responsible Party(s): Facilities, CBO, Director of Fiscal Services

Performance Measures Outcome: Projects or phases of projects completed. Budgets for additional projects completed.

2024-2025

Strategy Description: Implement second entrance for campus. New electrical power to agriculture and gunshop facilities. Begin water line improvements if grant funds become available. Begin infrastructure projects on Dorms including new windows, siding and interior doors. Continue universal door lock project.

Expected Outcome: Improved infrastructure means quality student and staff experience on campus, ability to house all academic and student services.

Responsible Party(s): Facilities, CBO, Director of Fiscal Services

Performance Measures Outcome: Projects or phases of projects completed. Budgets for additional projects completed.

2025-2026

Strategy Description: Renovation to Creative Arts to include A/C and upgrades in building. Continue universal door lock project.

Expected Outcome: Improved infrastructure means quality student and staff experience on campus, ability to house all academic and student services.

Responsible Party(s): Facilities, CBO, Director of Fiscal Services

Performance Measures Outcome: Projects or phases of projects completed. Budgets for additional projects completed.

2026-2027

Strategy Description: Phase II of water projects replacing water lines on west side of campus. Explore other A/C units in buildings. Repaving parking lots and roads on campus.

Expected Outcome: Improved infrastructure means quality student and staff experience on campus, ability to house all academic and student services.

Responsible Party(s): Facilities, CBO, Director of Fiscal Services

Performance Measures Outcome: Projects or phases of projects completed. Budgets for additional projects completed.

FMP Long Range Plan #3: Improve Effectiveness of Maintenance and Operations (Facilities NIPR)

Goal 2, 3, 4 Objective 3.3, Strategic Initiative 1, 2

2022-2023

Strategy Description: Revised work order process, hired open positions, expand outside contractor contacts for projects on campus.

Expected Outcome: Efficient use of existing personnel reduces costs to district and completes projects in a timely manner.

Responsible Party(s): Facilities

Performance Measures Outcome: Completed projects for 2022-2023

2023-2024

Strategy Description: Utilize staffing plans and projects to more efficiently use current personnel. Assess personnel levels and determine necessary hires. Work with budgetary process to hire necessary staff. Explore grant opportunities for facility upgrades or staffing hires.

Expected Outcome: Efficient use of existing personnel reduces costs to district and completes projects in a timely manner.

Responsible Party(s): Facilities, CBO, Director of Fiscal Services

Performance Measures Outcome: Completed projects for 2023-2024 with current personnel. New grant opportunities identified.

2024-2025

Strategy Description: Continue to assess staffing levels and apply for any grant opportunities available for campus projects.

Expected Outcome: Efficient use of existing personnel reduces costs to district and completes projects in a timely manner.

Responsible Party(s): Facilities, CBO, Director of Fiscal Services

Performance Measures Outcome: Completed projects for 2023-2024 with current personnel. New grant opportunities identified.

ATTACHMENT F

Human Resources Master Plan

And

Professional Development Master Plan

LASSEN COMMUNITY COLLEGE



**HUMAN RESOURCES
&
PROFESSIONAL DEVELOPMENT
MASTER PLAN
2023 / 2028**

CABINET APPROVED DATE: July 21, 2023

CONSULTATION COUNCIL APPROVED DATE: July 24, 2023

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 Superintendent/President, and Human Resources [CPBI] is composed of three (3) funded full-time positions: one (1) Director of Human Resources and two (2) HR Generalists. There may also be one (1) part-time 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 2022-2023 Human Resources Planning Committee:

- Vickie Ramsey – Director of Human Resources
- Carie Camacho – Interim Superintendent/President
- Colleen Baker – Interim Vice President of Instruction
- Sandy Beckwith – Faculty
- Yuting Lin – Faculty
- Christi Myers – Faculty
- Brian Wolf – Faculty
- Brenda Hoffman – Classified
- Pat Shannon – Classified

- Melissa Hill – Confidential

[CPB2]

2023-2028 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:

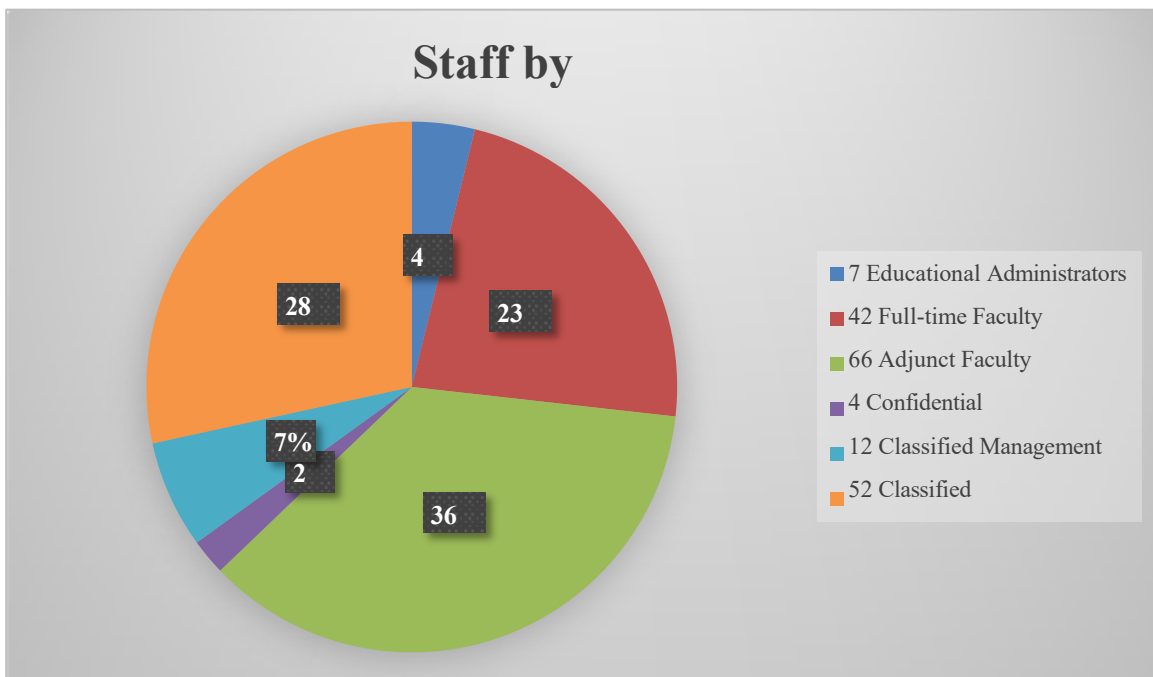
- Publish a training calendar
- Training in current technology to improve performance in the classroom and workplace
- Establish safety training protocol campus-wide

- 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 2022-2023 (1650 FTE GENERATING INSTITUTION)

Proposed Breakdown of Staff by Category – Fall 2022

In Fall 2022, Lassen Community College employed seven (7) educational administrators, twelve (12) classified administrators (managers), four (4) confidential employees, forty-two (42) full-time faculty, sixty-six (66) adjunct faculty, and fifty-two (52) classified employees. Of the forty-two full-time faculty, thirty-four will serve in the instructional area.



INSTITUTIONAL STAFFING PROPOSAL 2023-2024

Recommended staffing positions

Source	Strategic Goal	Planning Agenda Item(s)	Implementation Timeframe	Estimated Cost	Expected Outcome	Unit Priority
DSPS 2023 IPR		ISS II DSPS upgrade from ISSI		\$6,800 yearly DSPS Funded	Increased Student Success	9
DSPS 2023 IPR		ISS III- DSPS		39,000.00 yearly DSPS Funded	Increased Student Success	8
DSPS 2023 IPR		Student Workers in summer		DSPS funding \$10,000	Increase success and retention rates safety of students and increase numbers of students in class	4
AJ IPR	3, 4	Add a part-time ISS II position	2022 Completed grant funded	\$86,451.39	Increased course preparation and presentation leading to better learning outcomes	
AJ IPR	3, 4	Add an additional full-time faculty member to the program	2023 completed	\$111,124.39	Increased FTE, Increased course offerings, and learning opportunities	
AJ IPR	3, 4	Allocate resources to send faculty to POST certified instructor or instructor development courses	Ongoing	\$10,000	Increased POST certified courses, and FTE's	
Agriculture IPR 2023		ISS or Maintenance position	2023 Completed grant funded	\$80,000	Improve learning, address current labor law issues, care for animals, maintain facilities	
Agriculture IPR 2023		Vet tech instructor /program set up	2023 completed	\$100,0000	Increased FTE, Increased course offerings, and learning opportunities	
Athletics IPR 2022	1, 3, 4	Make all coaches full time	2022-23	Unknown	More stable programs	
Athletics IPR 2022	1, 3, 4	Create paid assistant coaches	2022-23	\$12,000	More stable programs	
Athletics IPR 2022	1, 3, 4	Create an equipment manager position	2022-23	.5 position	Better upkeep of gym facilities and equipment	

Adult ED NIPR 2023	4	Administrative Assistant 1	TBD based on need	(categorical funding)	Data entry and assist with administrative duties as needed to support the adult education program.	
Automotive 2022 IPR	2,3,4	Hire qualified adjunct faculty	Immediately	These costs are already covered either by faculty overload or adjunct contract costs.	Improve student learning	
Fire Technology 2023 IPR		Full time Instructor	Immediately	\$150,000 include s benefits	Decrease workload on ever shrinking adjunct instructor cadre Provide for consistent programming and scheduling. Increase class scheduling and student success	1
Governance 2023 NIPR	1	Explore new professional development opportunities for governance structure	Immediately	None	Improved leadership in governance structure.	
Gunsmithing IPR 2023		Full time Instructor		\$67,930,37 to \$116,669.29 plus \$25,000 for benefits	Decrease workload for full-time faculty. Increase class scheduling and student success	2
Gunsmithing IPR 2023		Director		\$20,000	Maintain/improve/advance the Gunsmithing program. At the time that the gunsmithing program had a waitlist to get into the program. Increase enrollment and offer more classes that would in turn bring in more FTES	1
Health Science Medical Technology IPR 2023		Streamline hiring process of adjunct instructors and hire additional staff to support current and future HSMT programs. -1 F/T Nursing instructor		Unknown staffing rates will depend of staffing start rates.	Prioritized need of building nursing and all HSMT programs to increase enrolment and support community needs. Increased student FTE and student retention and success rates	1

Health Science Medical Technology IPR 2023		-2 F/T LVN instructors		Unknown staffing rates will depend of staffing start rates	Prioritized need of building nursing and all HSMT programs to increase enrolment and support community needs. Increased student FTE and student retention and success rates.	2
Health Science Medical Technology IPR 2023		-1 F/T EMS instructor		Unknown staffing rates will depend of staffing start rates	Prioritized need of building nursing and all HSMT programs to increase enrolment and support community needs. Increased	3

					student FTE and student retention and success rates.	
Health Science Medical Technology IPR 2023		-1 F/T HO instructor		Unknown staffing rates will depend of staffing start rates	Prioritized need of building nursing and all HSMT programs to increase enrolment and support community needs. Increased student FTE and student retention and success rates.	4
Health Science Medical Technology IPR 2023		-Consideration of integrated HSMT director or dean		Unknown staffing rates will depend of staffing start rates.	Prioritized need of building nursing and all HSMT programs to increase enrolment and support community needs. Increased student FTE and student retention and success rates.	5
Health Science Medical Technology IPR 2023		-2 additional director positions 1 for Registered Nursing and 1 for Oral Health		Unknown staffing rates will depend of staffing start rates.	Prioritized need of building nursing and all HSMT programs to increase enrolment and support community needs. Increased student FTE and student retention and success rates.	6
Health Science Medical Technology IPR 2023		-Consideration of director positions for all program requiring external compliance if HSMT director is not considered		Unknown staffing rates will depend of staffing start rates.	Prioritized need of building nursing and all HSMT programs to increase enrolment and support community needs. Increased student FTE and student retention and success rates.	7
Health Science Medical Technology IPR 2023		-Consideration of assistant director position to comply with external compliance and succession planning		Unknown staffing rates will depend of staffing start rates.	Prioritized need of building nursing and all HSMT programs to increase enrollment and support community needs. Increased student FTE and student retention and success rates.	8

Health Science Medical Technology IPR 2023		-2 F/T Oral Health instructors		Unknown staffing rates will depend of staffing start rates.	Prioritized need of building nursing and all HSMT programs to increase enrollment and support community needs. Increased student FTE and student retention and success rates.	9
Health Science Medical Technology IPR 2023		-2 F/T ISS		Unknown staffing rates will depend of staffing start rates.	Prioritized need of building nursing and all HSMT programs to increase enrollment and support community needs. Increased student FTE and student retention and success rates.	10
Health Science Medical Technology IPR 2023		-1 Lab Technician (new position)		Unknown staffing rates will depend of staffing start rates.	Prioritized need of building nursing and all HSMT programs to increase enrollment and support community needs. Increased student FTE and student retention and success rates.	11
Health Science Medical Technology IPR 2023		-1 HSMT consoler/student support		Unknown staffing rates will depend of staffing start rates.	Prioritized need of building nursing and all HSMT programs to increase enrollment and support community needs. Increased student FTE and student retention and success rates.	12
Institutional Effectiveness 2023 NIPR	1, 3, 4	Director of Institutional Effectiveness	2022-2023	\$103,927.09 - \$153,898.60 annually (Additional estimate of 25,000 for benefits.)	Full Time position; Increased effectiveness and improved timeliness of IE reporting and analysis	
Institutional Effectiveness 2023 NIPR	1, 3, 4	SLO Coordinator Stipend	2023-2024	30,000 annually	Faculty stipend position funded through 2022-2023 academic year	
Marketing and Public Information 2023 NIPR	1,2,3	Full Time Marketing Director	2022-2024	\$90,000	Increased awareness and new student enrollment and strengthen the department capabilities	
Marketing and Public Information 2023 NIPR	1,2	Professional Development Budget Increase	2022-2023	\$2,000	Increase departmental effectiveness and sustainability of the campus enrollment	

Natural Sciences / Mathematics 2017-2022 IPR	1, 2, 4	Hiring of a Math Instructional Support Specialist I to help with coordinating the Math tutoring center, as well as act as a math tutor that is readily available for all levels of Math course. This individual would be providing tutoring for Math at all institutions and work with the students to support	Starting Fall 2023	Annual Salary: 31,091 Annual Benefits: 21,600	The success rate and the %SLO achieved in all Math course increases to 80%	
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		their needs.				
Natural Sciences / Mathematics 2017-2022 IPR	1, 2, 4	Hire student workers and extend work study budget to help with the captioning	Starting Fall 2023	400+ student labor hours (rough estimate for all chemistry and biology courses, this would vary based on the course and instructor)	Provide an equitable learning environment for all students and have the online courses meet the CVC-OEI rubric to increase student success and enrollment	
Natural Sciences / Mathematics 2017-2022 IPR	1, 2, 4	Hire a full-time geology instructor	Starting Fall 2023	Annual Salary + Roll out cost estimate: 10,000	Provide a robust and up-to-date geology program for students, and instruct physical science courses face to face at the different institutions	
Natural Sciences / Mathematics 2017-2022 IPR	3	Provide stipends for qualified personnel to write a Chemical Management Plan and a Hazard Communication Compliance	Starting Fall 2023	A one-time minimum of 60 hours paid at pro-rata rate	Establish a chemical and waste management plan for the entire campus	

Natural Sciences / Mathematics 2017-2022 IPR	3	A Chemical Hygiene Officer is needed to help manage the waste around campus. This position is required by OSHA and needs to be titled by the school officially (written into the job description).	Starting Fall 2023	Unknown. This involves editing a job description or providing an annual stipend position to an individual	Establish a consistent, robust waste management system and follow through the protocols.	
Natural Sciences / Mathematics 2017-2022 IPR	1, 2, 4	Hire a contractor for closed captioning	Starting Fall 2023	Hours of (Student) Labor required per course: 20-400 hours (Vary drastically depending on the instructor and material used for online course).	Provide students with accessible content to better understand the course material and a better learning experience	

Social Science 2023 IPR	1,2,3, 4;	Hire a full-time Sociology Instructor		\$100,000	Meet increased enrollment anticipated from CalGETC Area F requirement; current SOC load staffed by adjunct only. Meet student & district need to fulfill CalGETC Area F, provide full-time faculty for shared governance & institutional contributions	1
Social Science 2023 IPR	1,2,4	Further training on SLO assessment, mapping, data analysis and improvement planning			Improved SLO Practices. Training, enhanced SLO+. ACCJC Requirements 1 & 2	3
Social Science 2023 IPR	2,3,4	Further opportunities for faculty compensation for POCR training		\$10,000	Desire to increase enrollment of online courses/on line program development, Increased enrollment,	4

Social Science 2023 IPR	2,3,4	Further Flex training on Online Instruction topics		\$500	Desire to increase enrollment of online courses/on line program development	5
Social Science 2023 IPR	2,3,4	Testing Center/Services		\$20,000	Better proctoring of tests given live, Maximize face-to-face learning time in hybrid classes, minimize opportunities to cheat on exams in Large lecture Hall where it's difficult to monitor students	9
Welding Tech 2023 IPR		Hire full-time faculty		\$50K?	Advisory committee recommendation and Industry need for workers, Offer additional courses, increase FTE's and add new certificate in advanced manufacturing	6
Work Experience 2023 IPR	1,2,3,4	Continued membership and attendance of CIWEA events		\$2,500	Professional organization leading Title 5 change implementation efforts, Appropriate implementation of Title 5 changes	

2022-2027 LONG RANGE HUMAN RESOURCES MASTER PLAN

Strategic Initiatives:

1. Increase and retain enrollment
 - a. Grow the nursing program
 - b. Expand athletic programs
 - c. Increase enrollment in current programs
 - d. Explore other opportunities
2. Improve and expand student housing
3. Continue to meet accreditation standards.

Strategic Goals:

1. Institutional Effectiveness: Provide the governance, leadership, integrated planning and accountability structures, and processes to effectively support an inclusive learning environment, while ensuring responsible stewardship of public trust and resources.
2. Learning Opportunities: Provide an array of rigorous academic programs delivered via a variety of modalities that promote student equity and learning while meeting the needs of the local and global community.
3. Resource Management: Manage human, physical, technological and financial resources to sustain fiscal stability and to effectively support the learning environment.
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.

HRMP Long Range Plan #1: Review and update HR handbooks. (Human Resources Master Plan)

Goal 3 Objective 3.6, Strategic Initiative 1, 3

2023-2024

Strategy Description: Review and update the Employee Handbook and Selection and Hiring Manual

Expected Outcome: Access to relevant, up to date handbooks for all employees.

Responsible Party(s): Director of Human Resources

Performance Measures Outcome: updated publish dates on both handbooks.

2024-2025

Strategy Description: Comprehensive review of the **employee handbook [CPB3]** and Selection and Hiring Manual

Expected Outcome: Access to relevant, up to date handbooks for all employees that meets Title 5 requirements.

Responsible Party(s): Director of Human Resources

Performance Measures Outcome: updated publish dates on both handbooks.

2025-2026

Strategy Description: Comprehensive review of the employee handbook [CPB4] and Selection and Hiring Manual.

Expected Outcome: Access to relevant, up to date handbooks for all employees that meets Title 5 requirements.

Responsible Party(s): Director of Human Resources

Performance Measures Outcome: updated publish dates on both handbooks.

HRMP Long Range Plan #2: Develop mentoring program for new employees. (Human Resources Master Plan)

Goal 3 Objective 3.6, Strategic Initiative 1, 3

2023-2024

Strategy Description: Develop workgroup to explore best practices for an onboarding process and mentoring program.

Expected Outcome: Develop a plan to comfortably and professionally integrate new employees into the campus community

Responsible Party(s): Director of Human Resources

Performance Measures Outcome: Workgroup will provide outcomes of research for onboarding practices.

2024-2025

Strategy Description: Develop mentoring program for new employees and written onboarding procedures based on workgroups recommendations.

Expected Outcome: To comfortably and professionally integrate new employees into the campus community

Responsible Party(s): Director of Human Resources

Performance Measures Outcome: Develop plan and implement.

2025-2026

Strategy Description: Evaluate mentoring program and onboarding procedures. Integrate an electronic on-boarding and evaluation system.

Expected Outcome: To comfortably and professionally integrate new employees into the campus community

Responsible Party(s): Director of Human Resources, Director of IT

Performance Measures Outcome: 80% of new employees surveyed will be satisfied with the program. 100% of employees evaluated in the new system

2026-2027

Strategy Description: Continue to evaluate mentoring program and onboarding procedures to ensure they are meeting employee needs.

Expected Outcome: To comfortably and professionally integrate new employees into the campus community

Responsible Party(s): Director of Human Resources

Performance Measures Outcome: 80% of new employees surveyed will be satisfied with the program.

HRMP Long Range Plan #3: Expand professional development trainings especially related to EEO, DEI and FRISK Training. (Human Resource Master Plan)

Goal 1, 4 Objective 3.3, 3.8, Strategic Initiative 1, 3

2023-2024

Strategy Description: Provide phase II FRISK training for Managers/Administration. Provide training to staff and faculty in regards to diversity, equity, inclusion, cultural sensitivity, and cultural awareness. Add DEI training to annual required trainings for employees.

Expected Outcome: To help managers and administration provide better support for employees and provide more DEI training for all staff and faculty.

Responsible Party(s): Director of Human Resources, Director of IT

Performance Measures Outcome: Provide FRISK and EEO training.

2024-2025

Strategy Description: Continue to provide FRISK training and EEO/DEI training as needed across campus. **Expected Outcome:** To help managers and administration provide better support for employees and provide more DEI training for all staff and faculty.

Responsible Party(s): Director of Human Resources, Director of IT

Performance Measures Outcome: Provide FRISK and EEO training.

2025-2026

Strategy Description: Assess the need for additional FRISK and EEO/DEI Trainings.

Expected Outcome: Properly trained faculty and staff.

Responsible Party(s): Director of Human Resources, Director of IT

Performance Measures Outcome: Provide trainings determined in assessment.

Professional Development Plan

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 2023-2024

The academic calendar for 2023-2024 has seven days (35 hours) designated for “flex” activities for full-time faculty. Flex calendar dates are:

Activities Day	Fall 2023	Spring 2024
Flex	August 10, 2023	January 11, 2024
Flex	August 11, 2023	January 12, 2024
Flex	November 22, 2023	February 16, 2024
Flex		March 5, 2024
Convocation	August 29, 2023	February 1, 2024

Professional Development Long Range Plan #1: Provide comprehensive professional development trainings (Work Experience 2023 IPR, Social Science 2023 IPR, Marketing and Public Information 2023 NIPR)

Goal 1, 2, 4 Objective 1.6, 3.8, Strategic Initiative 1, 3

2023-2024

Strategy Description: Provide activities and trainings on effective practices of conflict resolution, customer service, Datatel system and other software and technology, and job specific/discipline specific trainings. Include at least one training during flex focused on enhancing awareness about institutional and individual responsibilities and roles for student success. Provide online delivery for trainings to employees.

Expected Outcome: All staff and faculty appropriately trained, improve customer service relations, software and technology competent employees, and increased access to professional development opportunities.

Responsible Party(s): Director of Human Resources, Director of IT, Flex Coordinator, VP of Academic Services[CPB5][CPB6]

Performance Measures Outcome: Increased professional development opportunities to all staff and faculty.

2024-2025

Strategy Description: Provide activities and trainings on effective practices of conflict resolution, customer service, Datatel system and other software and technology, and job specific/discipline specific trainings. Include at least one training during flex focused on enhancing awareness about institutional and individual responsibilities and roles for student success. Provide online delivery for trainings to employees.

Expected Outcome: All staff and faculty appropriately trained, improve customer service relations, software and technology competent employees, and increased access to professional development opportunities.

Responsible Party(s): Director of Human Resources, Flex Coordinator, VP of Academic Services
Performance Measures Outcome: Increased professional development opportunities to all staff and faculty.

2025-2026

Strategy Description: Assess level of professional development opportunities, determine areas of interest from staff and faculty. Increase offerings or change offerings dependent on assessment results. **Expected Outcome:** Providing the professional development opportunities most needed by employees. **Responsible Party(s):** Director of Human Resources, Director of IT, Flex Coordinator, VP of Academic Services, Director of Institutional Effectiveness.

Performance Measures Outcome: provide professional development opportunities identified in the assessment result

