

Cougar Café

2021

Non-Instructional Program Review

LASSEN COMMUNITY COLLEGE

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SECTION 1: INSTITUTIONAL EFFECTIVENESS PLANNING

I. Program Overview and Objectives

Dining options for the entire campus community are offered at the Cougar café, the only on-campus cafeteria. The Cougar Café strives to provide convenient hours and varying menus which support delicious and healthy and nutritious options, in a comfortable, inviting, and inclusive environment. Catering services are also offered through the cafeteria. Meal options are designed with the needs of the college community in mind. We have implemented a meal card to make it easy access for students. With a focus on informal fare that is both accessible and economical. Cougar Café strives to provide a quick and easy way to cater to students Staff and Faculty any on-campus event. We would like to have an outdoor Kitchen with tables that would allow us to cook and BBQ outside in an area off the back side of the café.

Cafeteria/Catering

a. Description:

The Café provides Quality, nutritious and Convenient food for Students, Faculty, Staff and Community members. We have a full Breakfast, Lunch and Dinner Menu suited for the college student. Meal plans are offered to all students, and we offer catering to all entities on campus. Cougar Café customers experience more than surprisingly good food—they will experience a good quality meal, fast service for a great price.

Mission: The Cougar Café directly supports the mission of Lassen College by ensuring that the students, staff, and faculty have the opportunity to conveniently obtain nutritious food to support all educational endeavors on the LCC campus.

Values: The Cougar Café directly supports the Lassen College Value of (1) Student Success by ensuring availability of nutritious food that helps to fulfill student, staff, and faculty needs on the LCC campus.

Strategic Goals: The Cougar Café supports Strategic Goal #4 - Student Success by ensuring availability of nutritious food that helps to fulfill students on the LCC campus as part of providing a college environment that supports students and minimizes barriers to their educational success.

b. The Cougar Café provides an indoor outdoor relaxed atmosphere where students can enjoy eating their meals. This space fosters the ability of our students to achieve their ultimate academic success.

c. Evaluation

- A Meal Card process has been established for students. This allows for students to more effectively manage their food resources and to more conveniently acquire meals from the Café.

- We have improved the wait times for food, which allows students to more quickly get their food and get to class. However, there is the potential for even greater improvements though if we were to improve the payment process and also the physical flow of people in and out of the Café. Having only one cash register, along with the current restrictive ingress and egress through the Café both contribute to confusion, problems with theft, and longer than necessary wait times for ordered food. Additionally, the Café is not utilizing available technology to increase seamlessness of transactions. (POS system & purchasing of supplies). We are currently working on an improved business plan for the Café that will address these issues

- The Café is open for evening meals with a temporary evening person in charge of the café and cooking. This is an issue that needs to be addressed through staffing.

Planning Agenda:

1. Develop an improved business plan for the Café that addresses the payment process and the physical flow of customers.
2. Develop the Student Union for a more student friendly area. The student union should have its own generator to prevent food loss and also be able to serve food to on campus students.
3. Fund appropriate staffing levels. Add 12 month full time employee to and another 10 month employee to provided longer hours and full time service to campus and community.
4. Increase opportunities for camps or special programs/projects that would utilize auxiliary service available at LCC.
5. Outdoor Kitchen with tables to eat outside. Build a pergola or similar.
6. Remodeling area to better utilize indoor/outdoor opportunities, and make the environment more welcoming and comfortable. New Energy efficient windows screens, vestibules.
7. Remodel cafeteria/kitchen to better utilize space and equipment. Add vestibules for heat efficiency it will also help keep flies out.

II Administrative Unit and/or Student Learning Outcomes Assessment

Student Learning Outcome Assessment

AUO and SLO assessment is important to maintain and improve institutional effectiveness and provide an effective learning experience for LCC students. Departments are expected to measure AUO and/or SLO annually; these records are maintained in WEAVE and are

Table 1 *Administrative Unit Outcomes (AUOs)*

ISLO	AUO	ASSESSMENT MEASURE /TARGET
4	Provide a welcoming environment for the campus community.	Measure: Survey Target: Increase positive student perception on quality and hospitality.
4	Determine student preference for food and beverage offerings.	Measure: Survey Target: Identify student trends in purchasing food and beverage items.
4	Provide catering services that can accommodate campus and community affiliate demand.	Measure: Benchmark data Target: Increase catering activities. More student and faculty meals.

Description/Evaluation:

The last surveys conducted on these AUO's were in 2014. This analysis resulted in changes to the entire Café menu that gave students their desired food choices. New Surveys need to be conducted to address these existing AUO's, which were developed in summer of 2013. We also need to analyze the AUOs themselves as to their current applicability to the program, to improve the usefulness of the AUOs themselves and to assess them as S.M.A.R.T. goals (Specific, Measurable, Attainable, Realistic, and Timely).

1. Provide an analysis of findings of the assessment results may be leveraged to support equipment, facility, staffing, or other budget and planning need and include the justification in your analysis.

Cafeteria/Catering

I. Description

The customers who frequent Cougar Café experience more than surprisingly good food. They also experience a place where they can enjoy a meal even though they may not have a lot of time or money. The location of the Bookstore in close proximity to the Cougar Café may allow students the convenience of a "one-stop" shop, but it also significantly detracts from being able to appropriately account for all transactions from each separate activity.

II. Evaluation

Currently, there is not a relevant business plan for the Cafeteria/Catering. This has negatively impacted the operational capabilities of the entity to maintain sustainability. Additionally, the limited staffing and limited training has resulted in the decreased ability to provide quality services to customers.

Availability of one cash register and the ingress and egress through the Café has contributed to problems with theft and long wait times for ordered food. Coupled with this is the issue that the Bookstore needs to be physically separated from the Café in order to foster appropriate accountability for each activity and fund account.

With the College's commitment to diversity, the Café needs to be able to adjust menus that may accommodate different cultures or regions of the United States.

The Café is not utilizing available technology to increase seamlessness of transactions (POS system & purchasing of supplies –see below)

Planning Agenda:

1. Develop a business plan
2. Develop a marketing plan.
3. Develop meals that can accommodate patrons from other countries or regions of the US; develop meals that can be taken back to dorm rooms for dinner.
4. Review need for more than one way to easily make purchases – whether it’s more cash registers, mobile cash registers, or other options.
5. Physically separate the Bookstore from the Café in order to foster appropriate accountability for each activity and fund account.
6. Remodel cafeteria/kitchen to better utilize space and equipment.
7. Review the Café hours of operation and determine the best use of resources to meet the needs of the majority of clients.
8. Train all Auxiliary Services staff on the MBS system, to the point that they are comfortable, training student workers and generating needed reports. Purchase an only food POS. (POINT OF SALE) system for purchasing food items.
9. Remodel dining area to better utilize indoor/outdoor opportunities, and make the environment more welcoming and comfortable.
10. Establish a service agreement for appliances.

III. Equipment

Operation of the Café requires a significant amount of equipment. Many of the larger pieces of equipment used by the Café are unusable and in need of repair, or, in need of replacement, as is detailed in the lists below:

Large Equipment (Working)
1. Gas Cook Top w/2ovens
2. Deep Fat Fryer (new in 2017)
3. Warming Ovens (4)
4. Vulcan Ovens (2)
5. Char Broiler (older)
6. Ice Machine (New in 2019)
7. Bottom Cold Units (2)
8. Gaylord Hood (Water Cleaning)
9. Hood Over Ovens and Stove

Large Equipment (Needed/Not Working)	
1. Generator Cafeteria	(Does not exist, this is needed for food Safety)
2. Steam Table Wells	(Inoperative, Safety Issue)
3. Hobart Mixer	(Inoperative/DOES NOT Meet Safety Requirements)
4. Reach-Through Refrigerators (2)	(Both Inoperative, Safety Issue)
5. Hobart Dish Machine	(Needs repair, is a Health & Safety issue)
6. Wolf flat Top	(Inoperative, Safety Issue)
7. Front Deep Fat Fryer	(Inoperative-Illegally modified, Safety Issue)
8. Sandwich Refrigerator	(Inoperative, needs repair)
9. Soft Serve Ice Cream Machine	(Inoperative, needs repair)

Small Appliances	
1. Espresso Machine (Needs Serviced)	10. Nacho Cheese Warmers (2)
2. Hobart Meat Slicer	11. Pizza Warmer
3. Standalone Warmers (3)	12. Coffee Bean Grinder
4. Microwave Ovens (3)	13. Blender (new)
5. Soup Pots (1)	14. Vita Mix blender
6. Small Kitchen Aid Mixer	15. Waffle maker (4)
7. Popcorn Popper	16. Panini Press
8. Hot Dog Roller and Warmer	17. Food processor
9. Toaster	

IV. Outside Compliance Issues (if appropriate for program)

Description:

The Cougar Café is responsible for the Cafeteria/Catering food compliance with the Lassen County Health Department and having a current ServeSafe food handling certificate which is required by the Lassen County Health Department.

Evaluation:

Servesafe is a compliance with the National Restaurant Association Educational Foundation. It requires a certificate every five years. We are currently in compliance with this requirement.

Planning Agenda:

- A. Be Compliant with Lassen County Health Department
- B. Keep Certificates up to date with ServeSafe.

ServeSafe certifications are functioning as intended.

VI. Prioritized Recommendations

A. Prioritized Recommendations for Implementation by Program Staff

List all recommendations made in Section One that do not require institutional action (ie. curriculum development) in order of program priority.

The hours of the café were extended (since the last program review) in order to better serve the needs of students and the campus, and we have increased the evening meals with the implementation of the meal cards. Students and staff are also coming in to eat in between classes. While this change was implemented to better serve campus needs, the hours and number of available staff were not extended to address these changes. The Café therefore needs more staff to be more efficient and have enough permanent employees to run the evening shift. We need to get students and staff and faculty in and out as soon as we can and provide good food service, which more staff would allow us to do.

We also need to renew the grant that funds our ServeSafe training. This grant serves the community and surrounding communities. It brings all restaurants in compliance with having a ServeSafe Certificate that is required by the health department. Students may take this in order to work while going to College. It helps with safe food practices. While we are exploring options to get the grant itself renewed, we are also exploring alternative funding options through our LCC Adult Education program.

B. Prioritized Recommendations for Inclusion in the Planning Process

List all recommendations made in Section One that should be included in Lassen College's planning and budgeting process, specifically in the Educational Master Plan, Student Services Master Plan, or Institutional Effectiveness Master Plan. Separate recommendations into the appropriate plan(s). Items to be included in the Human Resource Master Plan, Institutional Technology Master Plan, or Facilities Master Plan should be addressed in Sections Two, Three or Four in lieu of or in addition to inclusion in the Academic Master Plan. See Attachment C for Master Plan Overview to determine where recommendations are best placed.

The ServeSafe Costs approximately \$200.00 to take. I currently have a mini grant to provide this service to Lassen County and surrounding areas. Anyone who is handling food or food items are required to take the class and have a valid ServeSafe certificate, for which the fee is required to be paid. This certification is also required by the Lassen County Health Department. The mini grant that has historically funded this certification is currently on hold and is in the process of being restructured. Due to this we must explore alternative funding options.

Prioritized Recommendations for Inclusion in Institutional Effectiveness Master Plan

Cougar Café, 2021

Strategic Goal	Planning Agenda Item	Implementation Time Frame	Estimated Cost (implementation & ongoing)	Expected Outcome
	N/A			

Prioritized Recommendation for Inclusion in Student Services Master Plan

Cougar Café, 2021

Strategic Goal	Planning Agenda Item	Implementation Time Frame	Estimated Cost (implementation & ongoing)	Expected Outcome
	N/A			

Prioritized Recommendations for Inclusion in Educational Master Plan

Cougar Café, 2021

Strategic Goal	Planning Agenda Item	Implementation Time Frame	Estimated Cost (implementation & ongoing)	Expected Outcome
1	ServeSafe Program	Before Students start working.	Mini Grant AB104 Adult Education Block Grant	Students will be able to serve food to standards/get jobs outside of college

Section Two: Human Resource Planning

I. Program Staffing

Description/Evaluation:

1. List the current staffing for the program include: managers, faculty positions, and classified staff.

Food Service Coordinator	(12 Month, Full Time)
Food Service Worker	(10 Month, Full Time)
Food Service Worker	(Mornings, Part Time 4-Hour)

It would be more beneficial to have 3 full time staff members:

- 1 Food Service Coordinator (Mornings) (12-Month)
- 2 Food Service workers (1 Mid-Day and 1 Evenings) (10-Month)

Having this additional certified, full-time food Service working in the evening would allow us to keep the dorm students fed later into the evening. We could then have Work Study students throughout all shifts.

2. This section provides an opportunity for analysis and justification of projected staffing needs to support the program. Work-study student needs may be included.

We have morning and evening shifts and currently need more staffing to have appropriate coverage with permanent employees. Having an additional full time food service worker would allow us to have one person to open, one to overlap and one to work the evening dining hours. Having 15 Work Study students throughout the day to help with prep work cleaning, cooking and waiting on customers (many of these students work only a very short amount of time).

We currently have only one Food Service Coordinator and one Food Service Worker. With a shortage of work study students, it is very difficult to serve staff and students within any acceptable level of efficiency. Having one additional full time staff member workers would relieve a lot of stress and would allow us to appropriately staff the evening shift with someone other than a work study student. We will also need Work Study students to help during all hours of operation. There is always several tasks that need to be done in the café. Having an additional full-time food service worker in the evening would also help the dinner program to be profitable. Without having an evening foodservice worker we are not able to have a third shift without relying on Work Study students to handle all Café operations, including the cash register.

Planning Agenda:

List recommendations and necessary actions necessitated by the above evaluation. Complete Institutional Effectiveness Planning and Human Resources Planning Forms as appropriate for any recommendations requiring institutional action.

Having a third full time permanent Food Service Worker to work evenings would allow us to be able to have a successful evening meal program.

II. Professional Development

Description/Evaluation:

1. Describe the professional development and professional activities of the program staff relevant to program improvements that has occurred during the period under review. (Workshops, conferences, staff development, work experiences, etc.)
We currently have a ServeSafe program in place for students to give them more education on safe food handling and job opportunities.

Planning Agenda:

List recommendations and necessary actions necessitated by the above evaluation. Complete Institutional Effectiveness Planning and Human Resources Planning Forms as appropriate for any recommendations requiring institutional action.

The ServeSafe program is a community service sponsored. We are no longer able to serve the community with a Servsafe program. As I believe there is a problem with acquiring funding

III. Administrative Unit and/or Student Learning Outcome Assessments

Description/Evaluation:

1. Describe any results from assessment of administrative units and/or student learning outcomes that affect human resource planning

The last surveys conducted on these AUO's were in 2014. This analysis resulted in changes to the entire Café menu that gave students their desired food choices. New Surveys need to be conducted to address these existing AUO's, which were developed in summer of 2013. We also need to analyze the AUOs themselves as to their current applicability to the program, to improve the usefulness of the AUOs themselves and to assess them as S.M.A.R.T. goals (Specific, Measurable, Attainable, Realistic, and Timely).

Planning Agenda:

List recommendations and necessary actions necessitated by the above evaluation. Complete Institutional Effectiveness Planning and Human Resources Planning Forms as appropriate for any recommendations requiring institutional action.

- Analyze current AUOs to assess their current applicability to the program, to improve the overall usefulness of the AUOs themselves and to assess them as S.M.A.R.T. goals (Specific, Measurable, Attainable, Realistic, and Timely).

IV. Prioritized Recommendation

Prioritized Recommendations for Implementation by Program Staff

List all recommendations made in Section Two that do not require institutional action (ie. curriculum development) in order of program priority.

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Prioritized Recommendations for Inclusion in the Planning Process

List all recommendations made in Section Two that should be included in Lassen College's planning and budgeting process. See Attachment C for Master Plan Overview to determine where recommendations are best placed.

Prioritized Recommendations for Inclusion in Human Recourse Master Plan

[Cougar Café 2021](#)

Strategic Goal	Planning Agenda Item	Implementation Time Frame	Estimated Cost (implementation & ongoing)	Expected Outcome
1, 4	FT Food service worker for evening dining	2021	\$61,700	Appropriate staffing for evening dining hours

Section Three: Facilities Planning

I. Facilities

Description/Evaluation:

1. Describe and evaluate the Lassen Community College facilities available to the program.
 - Purchase a generator that will be here for when we have power outages.
 - Modify Kitchen screen doors to swing outward (per Fire Marshal)
 - Fix broken tiles in foyer of café.
 - Remodel dining area with a bar with seating going around the windows with charging stations, hook ups for lap top or electronic devices.
 - New Tables and chairs
 - Windows upgraded for energy efficiency also shades.
 - Flooring replaced.
 - Paint inside.
 - New lighting.
 - Vestibules on doors for food safety
 - Heating and cooling efficiency.

 - Put a smart board in the dining area.
 - Add shelving in kitchen,
 - Flat top working in front and
 - Sandwich refrigerator running.
 - Move coffee bar across the room for better efficiency.
2. Describe and evaluate additional facilities utilized off-campus by the program (attach any relevant rental agreements)

There are no additional facilities used off campus.

3. Describe any facilities needs identified by assessments of administrative unit and/or student learning outcomes

Facilities need to be updated and maintenance on existing areas are essential for proper function of the kitchen and safety of the students and staff. Up grading to make a comfortable friendly relaxing space.

4. Justify any proposed modifications or additions to existing facilities that would better serve the program planned for the next five years.
 - Inside seating around windows with charging stations and new dining tables and chairs.
 - Outside dining area with outdoor kitchen and seating in a covered pavilion for all seasons use by students.
 - Add vestibules to the doors
 - Replace flooring with new flooring that would be low maintenance (wax free)
 - Fix cracked and broken flooring.

Planning Agenda:

List recommendations and necessary actions necessitated by the above evaluation. Complete Institutional Effectiveness, Facilities Planning, and Technology Planning Forms as appropriate for any recommendations requiring institutional action.

Inside seating around windows with charging stations and new dining tables and chairs. Outside dining area with outdoor kitchen and seating in a covered pavilion for all season use by students. I would place the Pavilion in the dirt area on the side of the café facing the dorms. Add vestibules to the doors,

II. Prioritized Recommendations

Prioritized Recommendations for Implementation by Program Staff

List all recommendations made in Section Three that do not require institutional action (ie. curriculum development) in order of program priority.

There are a number of items that will be addressed by program staff in coordination with their administrator:

Strategic Goal	Planning Agenda Item	Implementation Time Frame	Estimated Cost (implementation & ongoing)	Priority	Expected Outcome
4	New Tables & Chairs in Dining area	2021	\$10,000	1	Improved dining environment
4	Hobart Mixer	2021	\$5,000	2	Food Safety; Compliance with safety standards
4	Smoothie Machine	2021	\$2,500	3	To fulfill Student Requests
4	Soft serve Ice cream machine	2021	\$3,000	4	To fulfill Student Requests
4	Front Deep Fat Fryer (Repair; Illegally Modified)	2021	\$3,000	5	Food Safety; Compliance with safety standards
4	Pizza oven	2022	\$1,500	6	Improved efficiency and customer service
4	Replace Soup Pots (2)	2021	\$500	7	Improved Food Safety/cost efficiencies
4	Milk Shake Machine	2021	\$1,000	8	To fulfill Student Requests
4	Utility Vehicle	2022	\$5,000	9	Food safety during transport/catering
4	Small Utensils	2021	\$1,000	10	Food Safety; Compliance with safety standards
4	Replace Food Processor	2021	\$1,200	11	Improved Food Safety/cost efficiencies
4	Replace Pots and Pans	2022	\$2000	12	Old: Need to be replaced

Prioritized Recommendations for Inclusion in the Planning Process

List all recommendations made in Section Three that should be included in Lassen College’s planning and budgeting process. See Attachment C for Master Plan Overview to determine where recommendations are best placed.

Prioritized Recommendations for Inclusion in the Facilities Master Plan

Cougar Café 2021

Strategic Goal	Planning Agenda Item	Implementation Time Frame	Estimated Cost (implementation & ongoing)	Priority	Expected Outcome
1, 4	Generator for Café	2021	\$25,000	1	Food Safety & Cost efficiencies
1, 4	Modify Kitchen screen doors to swing outward (per Fire Marshal)	2021	\$1,500	2	Food Safety; Compliance with safety and NFPA standards
1, 4	Fire Suppression for Flat Top	2021	\$5,000	3	Staff Safety and NFPA Compliance
2, 4	New flooring in Café, Dining area, and Foyer	2021	\$40,000	4	Improved Safety through elimination of Tripping hazards
2, 4	Paint inside of the Café area	2021	\$10,000	5	Improved service and dining environment for students and other customers
2, 4	Replace windows in the Café area and add shades	2021	\$25,000	6	Improved energy efficiency and dining environment for students and other customers
2, 4	Relocate coffee bar to the east side of the serving area	2021	\$500	7	Improved safety and operational efficiency
4	Gaylord Hood (Water Cleaning) Service	2021	\$5,000	8	Food and Staff Safety; Compliance with safety standards
4	Steam Table Repair	2021	\$1,500	9	Food Safety; Compliance with safety standards
4	Sandwich Refrigerator Repair	2021	\$5,000.00	10	Food Safety; Compliance with safety standards

4	Reach Through Refrigerators Repair	2021	\$5,000.00	11	Food Safety; Compliance with safety standards
4	Hobart Dish Machine Service	2021	\$2,500	12	Food Safety; Compliance with safety standards
4	Install Fly Curtains	2021	\$2,500	13	Food Safety; Compliance with safety standards
2, 4	Install Sitting Bar around café with chairs and Charging stations	2021	\$10,000	14	Improved service to students and other customers
2, 4	Add laptop/phone charging stations throughout Ding Area	2022	\$10,000	15	Improved service and dining environment for students and other customers
2, 4	Install air conditioning in the Cafeteria building	2022	\$45,000	16	Improved safety, energy efficiency, and dining environment for students and other customers
2, 4	Install shelving over the sinks in the kitchen area	2022	\$2,000	17	Improved storage to improve operational efficiency
4	Install BBQ outside Propane/Charcoal Rotisserie	2022	\$10,000	18	Bring students together. Improved Student life
2, 4	Replace lighting in the Café area with LED	2022	\$25,000	19	Improved energy efficiency and dining environment for students and other customers
4	Espresso Coffee Machine Service	2022	\$1,500	20	Improved efficiency and customer service
2, 4	Outside Pavilion with outdoor kitchen and tables and chairs	2022	\$10,000	21	Improved service to students and other customers
2, 4	Install vestibules at each entrance	2022	\$35,000	22	Improved safety, energy efficiency, and dining environment for students and other customers

Section Four: Technology Planning

I. Institutional Technology

Description/Evaluation:

1. Describe and evaluate technology and technology support provided for instruction and instructional support.

Add Internet Hookups/WiFi around the Café would make it nice for the students to sit and study while enjoying a meal. Adding a Smartboard for meetings and gatherings would also enhance the usefulness of the Dining Area for meetings.

2. Describe any technology and technology support needs identified by assessment of administrative unit and/or student learning outcomes.

Having charging stations and internet hookups/WiFi would help students with easy access for their college environment. If the Library is closed they may come into the café work on their studies and have a bite to eat.

Planning Agenda:

List recommendations and necessary actions necessitated by the above evaluation. Complete Institutional Effectiveness Planning, Facilities Planning, Technology Planning and Human Resource Planning Forms as appropriate for any recommendations requiring institutional action.

-Add Internet Connections/WiFi and Smart Board in Dining Area

II. Prioritized Recommendations

Prioritized Recommendations for Implementation by Program Staff

List all recommendations made in Section Four that do not require institutional action (ie. curriculum development) in order of program priority.

N/A

Prioritized Recommendation for Inclusion in the Planning Process

List all recommendations made in Section Four that should be included in Lassen Community College's planning and budgeting process. See Attachment C for Master Plan Overview to determine where recommendations are best placed

Prioritized Recommendations Inclusion in Institutional Technology Master Plan

Cougar Café 2021

Strategic Goal	Planning Agenda Item	Implementation Time Frame	Estimated Cost (implementation & ongoing)	Priority	Expected Outcome
1, 4	New POS System	2021	\$5,000	1	Improved efficiency and Faster service to customers
2, 4	Smart Board or White Board in Dining Area	2021	\$1,000	2	Enhanced environment for meetings in the Dining Area

Appendix A: Reference pictures for potential Cougar Café projects



Bars and charging stations around windows for better student services.





Student life



Outdoor pavilion for student life with tables and chairs.



Outside kitchen.



Thinking big for outdoor space.

Lassen Community College Master Plan Overview

Six master plans comprise the Comprehensive Institutional Master Plan. Recommendations from program reviews will be input into the selected master plans as determined by faculty in the prioritized recommendation spreadsheets. To better understand which master plan might be most appropriate for each program recommendation, a summary/objective of each plan is included below. More information can be found in the Shared Governance and Consultation Council Handbook and the Comprehensive Institutional Master Plan.

Institutional Effectiveness Master Plan (IEMP): the IEMP addresses college needs not addressed in other plans. These needs include research, governance, outcome assessment, and administrative operations.

Educational Master Plan (EMP): The EMP addresses the instructional planning needs of the college.

Student Services Master Plan (SSMP): The SSMP highlights the services needed to maximize the student experience through a variety of key student support services.

Institutional Technology Master Plan (ITMP): The ITMP addresses the technology needs of the campus.

Facilities Master Plan (FMP): The FMP addresses the physical infrastructure, facility, and maintenance needs of the campus.

Human Resources Master Plan (HRMP): The HRMP identifies and manages the administrative functions of recruitment, selection, evaluation, and professional development needs of the College to ensure a fully-staffed and highly functioning team of employees.