Unit Code	Title	Description	Rationale	Activity	Status Reason	Improvement
AR	Purchase additional equipment--color printer	A color printer will help the students review their evaluation results more clearly.	When A&R processes evaluations, we print the electronic degree audit and mail it to the student. We process over 1,000 evaluations each year and when we send the evaluation, the students don't understand some of the elements because it is in black & white. A color printer would delineate the different sections and make it easier to understand, which would eliminate many phone calls.	Purchase color printer for use by evaluations office.		
AR	Restore Staffing to 2011 Levels	In 2011 the department lost 1.25 FTE to layoff which has caused significant problems for smooth functioning of the office. We would like staffing restored to 2011 levels.	In the 2011 budget cuts, an A&R I position was cut from 100 to 75%. This position has been restored to 100% as of July 1, 2014. At the same time a senior A&R position was eliminated. By changing the structure of the office and downgrading a position when it was replaced, we have begun to recover to previous senior levels, but we are still one person down. We would like to restore the position but replace the senior with an A&R I to handle more of the counter, phones and processing work so our 3 seniors can process evaluations, nursing , graduation and veterans more efficiently. By hiring at this level, we will better serve the needs of the students and faculty at a better level and will require less hourly employee assistance.	Recruit for an additional employee at the A&R I level to facilitate office needs		

Unit Code	Title	Description	Rationale	Activity	Status Reason	Improvement
AR	Provide Professional Development for staff	In order for staff to perform their jobs better, provide more opportunities for more staff to attend conferences. Information gained and networking capabilities is invaluable.	Normally the director and leads attend most of the conferences. This year we are planning to send more of the staff to conferences as they apply to their jobs.	Identify and send employees to conferences		
AR	Automate Nursing Program Application Process	Automate the RN and LVN nursing application process so that students apply online to the various programs.	Every year we receive 500-600 applications for RN or LVN, transition or advanced placement. Each application has to be submitted by the student, then the staff evaluates each application and communicates with the students by letter. The list has to be organized, checked and rechecked and the random selection processed. Unfortunately the staff are too busy processing evaluations to think outside the box to come up with new idea and manage a project such as this. The A&R Director has worked district-wide with various groups in automating several processes and felt this would be a perfect opportunity to reach a long-term objective.	Visit other schools who have an automated application process for nursing. Prepare a proposal including timing, resources, testing and staffing to accomplish this goal.		

Unit Code	Title	Description	Rationale	Activity	Status Reason	Improvement
ART	More classified hourly support to help our students to complete transfers, certificates, or degrees	More classified hourly support for out-of-classroom activities that help our students to complete transfer, certificate, or degree programs, activities such as advising, documentation of artwork/portfolios, program assessment, student conferences, internships, art gallery shows/competitions/events, complex ordering of needed materials and supplies (from digital design software to oxygen and acetylene tanks)	This position is key in helping increase and maintain enrollment by providing information about transfer curriculum, etc., to our students and scheduling advising to go with it, helping with internships, helping with graphic arts CTE administrative processes, and helping the gallery assistants and the gallery director install the shows and organize receptions and documentation of our events, and also helping with off-campus activities of our students at conferences and events that showcase our program and students' work to the public (and demonstrate our culture of continuous improvement and tangible success) such as: various district and LMC anniversary events, the CTE open house event, the empty bowls event for the Contra Costa County Food Bank, portfolio advising days at art schools, museum field trips. This position is vital in helping keep up with department-wide as well as course assessments, and curriculum updates for example getting the transfer model curriculum done. This position is also vital in staying integrated as a department in general, since we don't teach multiple sections and are working in so many disparate processes and areas --promoting safe and appropriate practices in various two and three dimensional media and studios makes the budget and ordering quite complex, every class needs different materials and equipment.	Consult with other departments that this classified position is shared with, draft RAP request, consult with dean, list responsibilities and priorities for the position		

Unit Code	Title	Description	Rationale	Activity	Status Reason	Improvement
ART	Keeping current and creative via conference attendance as student advisors and academic colleagues	Through conference attendance (both as student advisors and as academic professionals), enhance student learning and success through networking with other student advisors and other academic professionals.	Regular attendance at conferences both as academic professionals and as student advisors helps us to not only keep current in our fields but also to network with our colleagues around innovative ideas and seek/provide the extra support needed to bring such ideas to fruition (it takes extra energy).	Schedule conference attendance that integrates with teaching duties ; well ahead of time seek funding sources and pay memberships or registration fees and make hotel reservations to get better rates.		
ASTRO	Classroom assessment clickers	The planetarium has its own set of classroom assessment clickers along with the software and the antenna to make them work.	Earl Ortiz urges us to get the clickers because they will increase student attendance, engagement, learning, and success. Scott has seen the clickers demonstrated at a flex workshop, and Earl's claim seems correct.	Submit a program improvement request for clickers, their antenna, and their software.		
ATH	Softball Uniforms	Need new softball uniforms	#NAME?	Participate in games and represent LMC well		
ATH	10 Year Helmet Rule	10 year-rule just came into effect this season. The rule states that any helmet 10 years or older must be replaced and cannot be used for the upcoming season	Helmets are considered out-of-date and unsafe for usage after they have reached their 10 year mark.	The number of needed helmets varies from year to year.		

Unit Code	Title	Description	Rationale	Activity	Status Reason	Improvement
ATH	Increase faculty/staff professional development	Create and find outside professional development opportunities for Athletics faculty and staff to participate in.	Our institution is very interested in the professional development of our faculty and staff. The increase of off-campus professional development opportunities for our faculty (full-time and part-time) and staff is necessary in increasing knowledge of current trends within our field.	Find off-campus professional development opportunities for faculty and staff to participate in. Continue to create onsite professional development opportunities given by faculty/staff to share what they have learned with others within our department.		
ATH	LMC Vans	We need vans	*Vans 15 years old *All have over 120,000 miles on them *Poses potential safety issues for LMC staff and students traveling in the vans	Team travel to and from away games to represent LMC.		

Unit Code	Title	Description	Rationale	Activity	Status Reason	Improvement
BGCUS	Grounds Vehicles	Purchase new or used in good condition vehicles for the grounds department	The vehicles assigned to the Grounds department here at LMC are mostly past their normal useful life span and also in very poor condition. The age and poor condition of the vehicles has caused the department to spend funds for repairs that would be avoided with vehicles in better condition. This would also greatly reduce lost time due to vehicles being repaired and the time spent in house doing repairs rather than working in assigned areas. The B&G department also uses an above ground fuel tank for it's B&G vehicles and that tank will require a retrofit which is expected to cost over $20,000.00 or more unless we can certify that at least 90% of it's vehicles are new enough to have the ORVR vapor recovery systems. This is typically light trucks newer that 2002. Also the cost of on going maintenance and repairs to the fuel delivery system are expected to be around $1,500 per year.	Purchase one or two new or used in good shape vehicles. Work with District Office to get best pricing.		
BGCUS	Restore Building Maintenance Worker Position	Restore the position of Building Maintenance Worker that was eliminated due to budget cuts.	The LMC campus is growing in size and complexity. The Maintenance Department had two Building Maintenance workers until cuts took place in 2011. In order to keep up with the current and future demands the position needs to be restored to former status. Having this position filled would be a better use of fiscal resources than having to hire outside vendors and it would allow for fast repairs all over campus which would help staff and students	Secure ongoing funding for the position and work with HR to hire qualified personel		

Unit Code	Title	Description	Rationale	Activity	Status Reason	Improvement
BGCUS	Restore Budget	Request on-going funding to restore Buildings and Grounds budget to past levels	The Buildings and Grounds budget was reduced by 15% in 2011-12. With the expansion of the campus facilities and the increased complexity of Buildings and systems the restoration of the budget to former levels is necessary. Without this restoration it will not be possible to provide the quality environment in a safe and comfortable condition which is what staff and students are accustom to.	RAP Proposal for on-going increase to budget of $64,414.65 Which is 15% of the original budget in 2011-12		
BGCUS	Restore Custodial Staff budget to past Levels of 2010	Requesting on-going funding to restore Custodial Staff budget to past Levels which was cut in 2010 by 18%	The LMC Campus is growing in size, function and complexity.The Custodial department had 14 full time Custodian 2's until 18% cuts took place in 2010. However with the reduction in staff we are unable to consistently meet state and federal guidelines for sanitation and future demands. In order to properly maintain current and future needs of LMC our two full time Custodian 2's need to be restored. The services that's provided has a large impact on how we meet our goals, by providing clean and well maintain facilities daily.	R.A.P. Proposal for on-going increase to the budget of 85,341.86		
BRTWD	Currency in Math Teaching	Better serve students by remaining current with the lastest math teaching and technology innovations	If faculty are not learning and staying current, our students will leave us behind. It is important for all Brentwood math faculty to be aware and inclusive of the latest pedagogy and technology resources.	Regularly attend conferences and hold flex workshops to disseminate gained information with all Brentwood math faculty.		

Unit Code	Title	Description	Rationale	Activity	Status Reason	Improvement
BUSOF	Business Services Webpage	Develop a Business Services webpage to provide general information about our department, commonly requested forms, and links to pertinent resources.	There is an increasing demand and need for relevant information to be centrally located and available via the college's main website. Currently, information defining business processes are scattered throughout various shared drives or are only available in printed materials. A Business Services webpage would provide an additional method for policies and procedures to be communicated to a broad audience and would heighten the collective awareness of the function of Business Services. This will help increase the effectiveness of the institution by providing easy access to Business Services related procedures and guidelines.	In collaboration with the college Marketing Department, a webpage will be developed that will include a department directory, details of the functions of the department, commonly requested electronic forms, and links to pertinent resources. By December 2013, an outline of the webpage structure will be developed. By December 2014, the webpage will be constructed. A staff member will be assigned the responsibility for maintaining the webpage.		
BUSOF	Develop procedure manuals for all Business Services positions	Each staff member in the Business Services unit shall develop and maintain a desk/procedures manual that details their specific responsibilities. The manual shall include instructions for completing assigned tasks, timelines, contacts/resources, and examples.	In the normal course of business, it can be expected that an employee may not be present to complete assigned tasks (planned/unplanned absences, retirement, etc.). It may be necessary for a co-worker, newly hired employee or temporary employee to assume and/or complete tasks with little or no training or experience. Developing and updating desk/procedure manuals can facilitate a smooth transition and ensure uninterrupted work flow. Procedure manuals also provide a resource for the current employee to ensure consistency for tasks that may be completely infrequently. Periodic review and update of these manuals helps in the identification of areas that can be streamlined due to improved processes, technology or enhanced knowledge.	By Fall 2015, each staff member will develop an outline of their routine and non-routine assignments. In 2015, staff will develop procedures for all identified assignments for inclusion in their manual. Staff will periodically review and update the manual as necessary.		

Unit Code	Title	Description	Rationale	Activity	Status Reason	Improvement
BUSOF	Provide shredding service to College	The Business Office will provide a process to ensure that confidential documents are appropriately disposed of (shredded) by the College.	Previously shredding was done by the College's Central Services Department, when it was centrally located. During the remodel of the administration area, this function was moved to the first floor of the core building, where space is limited and access is not too convenient for the entire College. In FY 2012-13 a decision was made to outsource the shredding function, in order to ensure appropriate and timely disposal of confidential information. The Business Services department has engaged a third party vendor (ShredIT) and makes monthly payments for the shredding service, out of its other leases/rental/contacts GL account. There is a need to increase the budget allocated to this account in order to account for the increased expense.	Continue to support shredding services- of confidential documents- provided to College.		
BWCTR	Long-term Staffing Plan	The new Brentwood Center facility is anticipated to open in 2018, requiring the development of a longer term staffing plan to address continued growth.	With the anticipated opening of the new Brentwood Center facility in 2018, a plan for addressing expanded services needs to be undertaken. The center has already grown significantly in recent years and further development in the Brentwood community will contribute to the ongoing demand for classes and services.	1) Work with architects and user groups on programming plan for design of Brentwood Center. 2) Identify potential growth patterns and services not currently being addressed. 3) Identify ideal level of staffing for anticipated enrollment		

Unit Code	Title	Description	Rationale	Activity	Status Reason	Improvement
BWCTR	Increase/Improve Services in Brentwood	There are currently a variety of services offered to students taking classes at the Brentwood Center. Over the years, enrollments in Brentwood have grown significantly, to the point of representing roughly one third of the enrollment for the entire college. The level and quality of services offered needs to be responsive to the enrollment growth and student demand.	While this goal actually supports a few of the strategic priorities, we would be expanding our organizational capacity and improve the effectiveness of Brentwood services by increasing access to new services and improving the quality of existing services offered through the center.	1) Increase hours for access to financial aid information by hiring a dedicated Financial Aid Assistant I for the Brentwood Center. This individual would expand the availability of one-on-one appointments and can also facilitate FAFSA workshops to assist students with applications and the use of online financial aid resources. 2) Continue to expand counseling hours to accommodate appointments 3) Create regular schedule for career exploration/assessment services 4) Increase hours in the Brentwood Center for Academic Support, offering more peer tutoring access 5) Expand scheduling of workshops addressing needs of targeted student populations, such as students on probation, foster youth, veterans		

Unit Code	Title	Description	Rationale	Activity	Status Reason	Improvement
COLADV	1. Expanded Professional Learning Program	Implement an expanded, integrated, and innovative, campus-designed Professional Learning Program, which supports inclusive and equitable employee and student success.	In 2010, the president assigned the Office of College Advancement with the responsibilities of staffing a newly created Professional Development Advisory Committee (PDAC) and of operationalizing the task force recommendations into a Professional Development Program at LMC. No additional staffing was allocated to College Advancement for these additional responsibilities at that time, and Professional Development was managed by the Senior Foundation Director with the assistance of the College Advancement Senior Administrative Secretary (who had worked out-of-class as a Senior Administrative Assistant/PD Coordinator until December, 2014. In Fall, 2014, when she returned to the position of Senior Administrative Secretary due to district/Local 1 policies). A .50 faculty Professional Development Facilitator was added to the team with one-time grant-funding to pay for the position for one academic year. In 2014-15, LMC's Professional Learning Program has expanded both its presence and its offerings on campus. The college has identified the need for increased and focused professional development on campus through various surveys and it has paid attention to these needs by including the following statement in its 2014-2019 Strategic Direction #3: Los Medanos College believes that our most valuable asset is our employees – therefore we foster a culture of professional development that builds our institutional capacity and expands our learning as educators. In order to honor this direction and to achieve its related Objectives (including, .. support and innovation) and Strategies (including developing mechanisms for college personnel to share innovative practices and resulting	1. Open a new Professional Learning Center which will host professional learning, development, and advancement (PLDA) activities throughout the year. 2. Facilitate expanded planning and implementation of a broad spectrum of professional learning, development, and advancement activities to meet identified needs for ALL LMC employees (faculty, staff, managers and student employees), including, but not limited to: activities such as Communities of Practice, Educational Exchanges, Flex, Inquiry Groups, Mentorships (and other partnerships), Webinars, and Workshops. 3. Advocate for additional professional development (pd) funds from the college and new pd funds from the state. 4. Work with PDAC to align its Professional Learning Outcomes and its goals with the District-Wide Professional Development Committee. 5. Replace the Office of College Advancement Senior Administrative Secretary position with a Senior Administrative Assistant position. 6. Create a permanent .50 faculty reassigned-time position of Professional Learning Facilitator. 7. Integrate the Equity Plan goals regarding professional development into LMC's Professional Learning Program, by creating an Equity-Focused PD Advisory Team, hiring a .50 Equity-Focused Professional Development Facilitator (paid for by Equity Plan Funds).		

Unit Code	Title	Description	Rationale	Activity	Status Reason	Improvement
COLADV	3. Improve College Advancement Communications	Optimize the services provided by the Office of College Advancement through increasing the knowledge of the campus constituents about the department's services and how to best access these services.	As stated in our mission, The Office of College Advancement provides leadership in identifying, securing and managing resources (financial gifts, grants and program contracts) to promote student, employee and community learning, enabling the college to fulfill its mission, vision and Strategic Plan goals. However, many of our campus employees do not know about the various services we have available (and our related successes) through Professional Learning and resource development, nor do they know how to best access these services. This is also true in relationship to our external/local community; particularly in relationship to information about grant partnerships, access to professional development opportunities (from the college or with the college) and donations to the college campus.	1. Work with the LMC Marketing Department to create a branded look to be used for all official College Advancement communications. 2. Redesign the Office of College Advancement web-pages. 3. Work with College Advancement staff to develop a sustainable campus communications plan and an external community communications plan.		
COMSC	Convert labs to in-person from online	Make the labs in COMSC 10, 11, & 12 in-person instead of online in order to increase student proficiency and success.	Hands on skills will improve student proficiency and success in the networking field. Students consistently ask for the labs in these courses to be in-person instead of online.	Redesign and rewrite labs to be in-person, modify the existing small lab (CO-210) to support this additional use		

Unit Code	Title	Description	Rationale	Activity	Status Reason	Improvement
COMSC	Coordinate ICT curriculum with DVC and CCC	Revise ICT course outlines to harmonize with same courses at DVC and CCC and then schedule courses across all three colleges to maximize program completion.	The individual colleges can not offer all courses both day and night every semester. First revising courses so that they are compatible across the District and then scheduling them so students won't have to wait in order to complete their degree or certificate will improve program completion for all three colleges.	Revise course outlines of record to be compatible across the District. Where available, conform to State C-Id descriptors. Then schedule courses to support program completion.		
COMSC	Revise ICT and IT curriculum and programs	Revise ICT (Information & Communication Technology) and IT (Information Technology) courses and programs to better align with State C-IDs and model curriculums and efforts at the other two 4CD colleges and regional consortiums in order to improve program effectiveness.	The number of courses and supporting infrastructure required for ICT and IT degrees and certificates mean that one college can not go it alone. Designing and scheduling courses across the District and using regional infrastructure makes more efficient use of resources and allows for greater student success.	Work with the other 4CD colleges to develop better interchange/interoperability between courses and programs in IT/ICT. Work with regional consortium to develop and maintain infrastructure necessary for effective and high quality instruction.		
COUNS	Develop group counseling protocols to better serve peak demand for counseling	Develop protocols and scheduling for group counseling sessions to triage counseling needs	At peak times during the semester, student demand far exceeds counselor availability. Developing group counseling protocols will alleviate student wait time and increase access to counselors as well as address student questions more quickly. To increase efficiency in providing counseling services.	Develop protocols for group counseling. promote group counseling sessions collaborating with outreach and counseling classified staff, financial aid, and admissions programs		

Unit Code	Title	Description	Rationale	Activity	Status Reason	Improvement
COUNS	Develop videos for FAQs in counseling	Collaborate with marketing and student government to develop sequence of videos to answer frequently asked questions in counseling	Increase student access to information about counseling. Increase efficiency of counseling services; providing current information and quick access to updates for students. Create innovative methods to better reach students in multiple venues and expand counseling presence on the web.	Collaborate with marketing and web administrator for video development. Collaborate with student government for students featured in videos and content development. Collaborate with digital media course classes and faculty for content development. Collaborate with journalism for ongoing features in newspaper to promote videos. Screen videos for counseling department and student feedback. Add videos to youtube. Collaborate with scholarship office for any add revenue from youtube to fund a student scholarship.		
CSVC	Reclass Student Worker	Promote one Copy Clerk (student) per semester to Class III student worker status to prove incentive to improve skills and duration of assignment.	Gives student incentive to increase job skills. Reduces employee turnaround and time spent training. Increases scheduling flexibility, productivity, and team moral.	Train student to fill-in PBX/Operator duties for short periods when staffing is limited. Develop student to take a greater leadership role in Copy Center and Print Shop daily activities and responsibilities.		
CSVC	Increase Department Visibility	Increase visibility of Copy Center and Print Shop Information.	Decrease confusion about service and turnaround time expectancy. Create more places to access consistent information.	Add more signage in Copy Center room. Update webpage, handouts, order forms, memos & reminders, and orientation packets.		
CSVC	Online copy order system	Develop Online system for faculty and staff to submit copy and print orders	Reduce mass email copy order submissions saving data space. Increase turnaround speed by reducing redundant processing steps.	Work with Web Administrator to add order submission component to Print Shop site-page. Test and debug before opening up to entire campus.		

Unit Code	Title	Description	Rationale	Activity	Status Reason	Improvement
CSVC	Obtain additional resources to support hourly Offset Technician 1 position	Obtain additional funding to be able to: - Increase Offset Technician 1 hours during "Peak Period" or "Rush" for the first two weeks of Fall and Spring semesters, and - Hire and train an additional offset Technician 1 hourly employee that will support central services during the school year.	This position is needed to help relieve the workload of printing demands continuously requested by the campus community. Although the position is needed more during peak or rush periods- to accommodate the demands for printed manuals- it is also needed during the school year to maintain the level of print jobs demands received by the copy shop. In addition, having additional support helps to complete high volumes of printing, copying, and material orders to ensure timely delivery. it also helps fill in gaps in student schedule. Supports entire Central Services staff during busiest times of year.	Determine peak workload periods where increased hourly technicians hours would be most effective. Add up to 10 more designated Offset Technician-1 hours per week; in addition to the previously approved 80 hours (designated to peak period).		
CSVC	Increase communication between Central Services and Campus	In order to ensure that campus community is aware of Central Services locations, functions and deadlines. We will send out periodic emails and voice-mails to the entire campus.	Central services is promoting efficiency and timeliness of interaction with campus community, so that they have the necessary tools needed to deliver services to students; at the beginning of the semester.	#NAME?		
CSVC	Retain High Production Copy/Printing Machine	Retain additional high production copier to address increased volume of copy/print jobs.	To eliminate major delays in production as well as save wasted material costs due to malfunctions and service down-time. To better keep up with "rush period" orders, and module production.	Maintain current copier and ensure that it operates effectively during peak season Determine ways to maximize the usage of the copier during rush and non-rush period.		

Unit Code	Title	Description	Rationale	Activity	Status Reason	Improvement
CSVC	Streamline Module Ordering Process	Collaborate with Bookstore to further streamline instructional module ordering process.	Make the module ordering and reordering process simpler for faculty and staff. Reduces production mistakes and delays with deciphering order specifications. Increase interest in module development to supplement class learning and advance Bookstore sales.	Align scheduling and correspondence between the Printshop and Bookstore. Eliminate separate due dates for new readers or revisions. Update Print Requests and Bookstore Requisitions to include consistent info.		
DSPS	reenvision specialized orientations for students with disabilities	Redesign specialized orientation for incoming high school students with disabilities to better meet needs and address gaps in understanding about new electronic education plan, registration process and 3sp mandates.	Previous department PSLO projects and feedback from students have highlighted a need to redesign specialized orientation for incoming students. Gaps in the registration process, understanding the 3sp mandates and timelines, transitioning from high school to college DSPS accommodations, and understanding the new electronic education plan have been identified as issues which need additional lecture and/or follow up with students for completion of the registration and orientation process.	Collaborate with DSPS department, admissions & records, and local high schools for new workshops in spring 2015 and summer 2015 for students Design new curriculum for orientation course and procedures for students		

Unit Code	Title	Description	Rationale	Activity	Status Reason	Improvement
DSPS	hire additional staff to support DSPS accommodations	Hire office assistant II to support drastic increase in note taking accommodation demands	During the 2014-15 year, a drastic increase in the number of students requesting note taking accommodations has been identified. With the growing demands on DSPS as a whole, additional staff is necessary to manage the delivery of accommodations in a timely manner to students. Adding an additional office assistant II at 50% would provide a lead in connecting students to note takers more quickly and this position could provide additional assistance with reception and other clerical duties in the DSPS office. DVC also uses an office assistant II to provide note taking accommodations to students.	Hire and train office assistant II note taking lead		
ENGL	Assessment of English 140 and 145	We aim to be in compliance with the college and department assessment cycles.	These courses were placed into cohorts 1 and 2, but were not offered until after the assessment cycle.	We will assess English 140 in Fall 2015 and English 145 in Spring 2016. They will then be part of their regular assessment cycle.		
ENGL	Evaluate English 90 Hybrid courses	Establish criteria for evaluation and conduct a formative evaluation of hybrid courses with the intention of standardizing the way these courses are offered in the future.	Hybrid courses have been offered off and on for at least 3 years. It is a good time to develop a protocol for evaluating the effectiveness of hybrid English 90 which will include surveying instructors and looking at data for hybrid vs. F2F English 90 courses.	Develop a evaluation method and complete a formative evaluation. Make a recommendation to the department.		

Unit Code	Title	Description	Rationale	Activity	Status Reason	Improvement
EOPS	Life skills workshops	To offer workshops that equip students with effective communication skills to successfully raise their children	Due to CARE serving single head-of-household students, a need exists for providing effective life skills for raising children in a positive environment.	Viewing and discussion of the Lifeclass series facilitated by Oprah Winfrey and Iyanla Vanzant.		
EOPS	Develop Life Skills Workshop	Since CARE focuses on single heads of household the workshop will equip students with effective communication skills to help raise their children.	Several parents in our program indicated a need for tools to help with raising their children in a positive environment. To meet this need we researched several tools that would help enhance specific skills, especially communication with their children in a more positive way.	Secure license and copy of Oprah's Life Class Series. Conduct viewing and discussion series for Life Class videos.		
FIRE	Improve passing rate on National Certification NREMT	Current passing rates for our EMT program for the last five year have never reached the 70% benchmark set forth by the NREMT , the agency tasked with issuing this certification. We are working towards this goal by trying to improve the passing rate from our current of 39% to the nationally accepted level of 70% by 2016-2017	Without national certification our students are NOT able to obtain state of California certification and gain employment as Emergency Medical Technicians. Currently we also have a gap between completion certificates issued and actual students taking this national certification. No national certification equals no employment .	1. Increase clinical capacity by getting more ride along and clinical internship opportunities. This will lead to student retention and more psycho-motor skill development. 2. Test our students using adaptive testing, this is only possible using computers in the classroom. 3.Provide our students with more technology tools to provide a more interactive and engaged audience. 4. Develop our present staff and bring them training opportunities that will sharpen their already superb skill set 5. Clinical lab coordinator needs to be available more hours to coordinate contracts and to do more student and community partner outreach which translates into more clinical hours for our students and more experience.		

Unit Code	Title	Description	Rationale	Activity	Status Reason	Improvement
FIRE	EMS 10 SUMMER PROGRAM FUNDING	1. Our FIRE EMS department has been running an EMT summer program through mostly donations of equipment and supplies. our supplies and equipment have reached critical low levels 2. EMS needs a constant source of funding in order to continue with this very popular class always in demmand 3. Many students from the Spring and Fall that are turned away are told to come back during the Summer , Our EMS program turns 20 students away , we simply lack physical and clinical space. Summer is the answer	1. Holding a summer EMT (EMS CLASS) would facilitate the completion of this certification and provide the first step in the ladder to obtain highly coveted jobs in healthcare and in FIRE EMS. 2. Making the EMT class a permanent summer fixture in our catalog will increase our student population and help us retain and train more students. 3. Student success and completion rates are only possible if students are able to attend a class, lack of funding for the summer will hamper our ability to recruit , retain and provide the best educational enviorement to our students.	1. Inventory our current medical supplies and determine what we need 2. at the very least we will need 12 CAT tourniquets, recertify our O2 tanks, they need to be serviced before they are used. 3. Secure a vendor in the area that can provide us with the supplies needed to run our summer program, currently there is no regular funding for this class that has or will become a regular class. 4. Continue to improve and secure the latest , most relevant equipment to make our training more realistic		

Unit Code	Title	Description	Rationale	Activity	Status Reason	Improvement
FIRE	Fire Academy Modernization/ institute a logisitic coordinator position	1..Create a part time position to facilitate equipment and resources needed at the Fire Academy. This move would Modify current Fire Academy practices in order to help.meet current industry standards	1. Running a fire academy requires a tremendous amount of work especially when coordinating resources and equipment, currently this falls to the academy director who is also the Dept Chair. This part-time position would assist with the following 2. Inventory of equipment , maintenance of equipment and tracking of needed resources requires a person to work nights and weekends, 3. The tracking of this equipment requires that a person travels from LMC to the Fire Academy and set up equipment or procure supplies , we believe this task are best handled by a designated individual who is NOT a dept chair nor the academy coordinator.	1. Allocate resources to improve fire academy curriculum 2. Further develop a strategic part time position to assist with equipment and resource planning intended to meet the new Firefighter 1 Curriculum that ALL Fire academies must meet by January 2016. 3. appoint a liaison with our current industry partner , Contra Costa County Fire and develop a conduit to share resources and institute creative solutions to help our students as well as our industry partners fire recruits.		

Unit Code	Title	Description	Rationale	Activity	Status Reason	Improvement
FIRE	Student completion rates	Although many of our students complete our EMS training program several of them never actually take the national test, there by never truly completing the course and obtaining certification, which is needed to obtain a job in public safety in both private and public industry.	Student success for EMS is defined as a student not only completing our EMS program at LMC but also passing the national test and moving on to start a career as a public safety professional. Getting a student to take the test is the first step. Currently 20 percent of our students never take the national certification test.	1. Better tracking of our students who are issued a completion certificate from EMS to make sure they do take the certification test, this is only possible if we have hours allocated for this. currently this responsibility falls under both the primary instructor and our lab coordinator. 2.involve our financial aid office and our work force development staff to assist us in making sure our students have the funds to pay for this test , lack of funds have been cited before as a hurdle by the students. 3. Having a person designated as the primary point of contact for our students after completing EMS 10. Currently our Program has close to 100 students per semester the primary instructor does NOT have the bandwidth to do this. The most logical position to do this is the clinical lab coordinator position.The person in this position can ensure students after completing the course keep on track to take the national certification test, communicate with admission and records and the work development in order to not only ensure national certification and student success but also to place student with the many community partners we now have in FIRE EMS. 4.We recommend the elimination of the furlough to the Clinical Lab Coordinator position in EMS. We recommend the restoration in hours for this position from 20 to 30 hours per week effective as early as Summer 2015 if possible. With the current increased in workload for this position along with the new strategic goals with the district an ideal increase in hours for this position should be to increase it to 35 hours per week.		

Unit Code	Title	Description	Rationale	Activity	Status Reason	Improvement
FIRE	improve operational efficiency by lifting furlough on the EMS Lab Coordinator position	In order to bring our program in alignment with current practices in EMS, the FIRE EMS coordinator need additional hours to do the following: Assist with the delivery and co manage our CPR program (new this semester), Assist and support our Summer EMT program (also new) and finally over see Background Checks, toxicology screening (this has no one assigned to it , new industry standard created this year), Increase our clinical capacity by working on new contracts with hospitals and Fire Depts	The strategic direction of our college has three main components, increasing student success, increasing student retention and increasing the number of students in our programs. The temporary increase of hours in the FIRE EMS lab coordinator position from 20 last semester to 30 hours per week achieve all those three goals, plus it increase the success rate of our students from 39% first time passing rate to over 50% on the NREMT (national emt certification test). Our clinical lab coordinator increase in hours also resulted in developing more contracts with different ambulance providers and FD. As a result we can now accommodate all the students in our program and make sure they are all provided with a ride along or a clinical internship of their choice, this translates into better passing scores. Our CPR program has been revamped we have 3 CPR classes , new classes , the ratios for the American heart association the agency tasked with issuing these certifications requires we have at least 2 instructors on site. The FIRE EMS coordinator who is also a CPR instructor can now fill this void.	1. Lift the furlough for the FIRE EMS LAB COORDINATOR position and restore it to 30 hours per week for 12 months out of the year. The job of a FIRE EMS coordinator is year around, logistically there is a need to order supplies , inventory equipment , arrange ride along and do many other things that are needed to run an EMS program 2. Optimally this position should work 40 hours per week , s the area of responsibility listed for this position are not reflective of the amount of work that is needed to put over 140+ students through our program every semester plus the summer (a new class that is now a permanent fixture).		

Unit Code	Title	Description	Rationale	Activity	Status Reason	Improvement
FIRE	Secure funding for our expanding offerings/classes and to support our EMS program	1. Identify and facilitate a source of funding to replace medical supplies used throughout the semester 2. Increase our efficiency by proper funding of our equipment either by replacing it or upgrading it to current industry standards. 3. Current AHA ratios for CPR dictate that every 8 students additional instructor must be present. Currently we have 16 students assigned to one instructor. 4. A new EMT class every summer has been created , there is no funding for this FTE rich and popular clas	1. By bringing much needed resources we can recruit and retain more students. this is in line with the strategic goal of student success and retention. 2. By having the proper ration of students to teacher we can graduate more students from our program, this goes to the core of student success.	1. Secure funding to replace medical perishable or disposable medical supplies, currently we rely on donations and we have old outdated equipment. There is no system in place or budget for the replacement of our perishable supplies example CPR masks, cardboard splints , o2 masks etc. 3. Fund instructional assistant (one) every CPR card to meet ratios. 4. secure more funding to be compliant with the student to teacher ratio in EMS / 6/1. Currently we have ove		
JOURN	Searchable electronic archive	Convert old print and electronic newspaper archives into a modern, searchable electronic archive so students, and others, may access it for research.	This project supports the education of students in the Journalism Program as they learn and practice how to use archives to research news, sports and feature stories for the Journalism 110, 115ABC, 129, 130, 131 and 132 courses. Additionally, newspapers serve as a historic archive for the communities they serve. At most college campuses, the library keeps an archive of its student newspaper. We have found no such archive in our library here, so the only historic record exists in the Journalism Lab. Many of the oldest papers are fragile and should be digitized for preservation. The entire collection should be digitized for research purposes for journalism students, and for those who want historic information regarding the college.	Activities include researching equipment and services to digitize print newspaper issues, applying for funding for whatever equipment and/or services is deemed the most efficient and effective, and implementing the project when funding is secured.		

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JOURN	Professional development	Maintain currency in journalism curriculum and pedagogy, industry standards, and media law	It is important to student learning for faculty to maintain currency in the profession, and to understand the yearly changes in media law as decisions in cases regarding free press, libel and privacy issues are decided by the state and federal courts. The Journalism Association of Community Colleges hosts an annual faculty conference updating faculty on new technology and changes in media law. It also includes other professional development around important curricular issues in the field of journalism. The Journalism Program budget has remained relatively stable since 1988 when there was a single journalism faculty member. Now there are two. We have had to hunt yearly for additional conference funding to enable both faculty to attend this important event. We will request funding to attend this and other important journalism conferences throughout the year.	Attend annual Midwinter Faculty Conference and Pre-conference Seminar hosted by the Journalism Association of Community Colleges, as well as other applicable journalism conferences including, but not limited to, the JACC Northern Regional Conference and the JACC Annual State Convention.		

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LANG	Identify Rates of Completion and Persistence in all WL Courses	To make decisions on course sequencing, enhancement and deletion depends upon an in-depth study of how our students are persisting in the various sections within our department. The department would like to review all data pertaining to the retention and persistence of students in all of our sections. Once we have this information we can begin to look at trends and discuss the future of offerings within our department. Students have requested that the department create majors.	Our assessment outcomes give us a general snapshot of how our students are persisting; but, it measures only those who have completed our courses. We are interested to know what happens to those students who drop out of our classes 1/3 or 1/2 through the semester. To understand enrollment, persistence and success trends campus and state-wide will help in our discussions as to how to enhance and/or restructure our courses.	Data Collecting Data Interpretation Discussion of State-wide trends Student Inquiry Departmental Meetings Discussion of Course Offerings and Enhancements		
LIB	Library Assistant Substitute Pool	Hire and train pool of substitute library assistants in order to maintain library operating hours when permanent classified staff is absent.	We do not have adequate substitutes available to cover complete operating hours in the absence of permanent classified staff. There is an increased demand for use of the library building outside of funded operating hours. Having a substitute pool would allow the library to support these functions without requiring overtime for permanent staff.	Hire qualified library assistants for substitute pool. Train substitutes so that they can run basic library function independently.		

Unit Code	Title	Description	Rationale	Activity	Status Reason	Improvement
MATH	Provide all STEM Math majors a research experience during their studies at LMC	The overall goal is to provide students pursuing a STEM degree at LMC at least one research opportunity in their major academic pathway by the end of the Spring 2019 semester and develop a campus culture that nurtures student-driven innovation.	In addition to gaining an academic foundation in the scientific disciplines they study, our STEM students must also learn to act as scientists in order to succeed in their future studies and careers. Learning to design experiments to test hypotheses, critically analyzing data, communicating results, and asking new questions based on their work are all necessary steps in becoming successful scientists. In many of our STEM courses, we are adapting current activities or developing new exercises to provide our students more inquiry-based research experiences in the classroom. Numerous studies have shown that exposure to real-world science and research opportunities during the first two years of college increases retention and success rates especially in groups underrepresented in STEM. There is a lot of support and momentum nationally to changing the way we teach our introductory STEM courses and even the President's Council of Advisors on Science and Technology (PCAST) proposed the following recommendation in their report to the President (of the United States): " Advocate and provide support for replacing standard laboratory courses with discovery-based research courses." This was one of five key recommendations in their 2012 Engage to Excel report.	Incorporating Research into STEM Curriculum: During the Fall 2014 semester, LMC became a partner in the CCURI (Community College Undergraduate Research Initiative) network to gain national support for incorporating research experiences in the classroom, to provide opportunities for professional development for our faculty and staff, as well as provide opportunities to our students to attend conferences and present their work to a broader audience. Our STEM departments have received updated equipment purchased through the HSI STEM grant over the past four years, and are currently updating curriculum so students will learn more modern laboratory techniques and develop cutting-edge technical skills. Seven faculty, with the support of their manager, formed an interdisciplinary team to pilot inquiry-based, research experiences in their course sections for the Spring 2015 semester. They are developing guidelines for incorporating these experiences into additional sections of these courses, and will be recruiting and providing professional development for additional faculty to also incorporate this curriculum into their respective sections in the Fall 2015 semester and beyond. In addition, this initial group of faculty will seek opportunities to share their work with the College and recruit faculty from other programs to pilot similar experiences in their classrooms. Faculty may also develop summer courses that focus on research methodology, such as the new BIOSC 904 Introduction to Bioscience Research offered during the Summer 2015 session. Culture of Real-world STEM experiences: To cultivate a college community that supports research and inquiry-based experiences in the classroom as well as real-world connections with active STEM professionals, we also plan to offer a STEM student symposium once a year on campus. We hosted the first STEM symposium on campus during the Fall 2014		

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MATH	Math Administrative Support	LMC granted the math department an administrative assistant but was unsure of the appropriate number of hours per week. After a one year pilot, we have decided that we need 40 hours per week of administrative support.	This position is now required to have 100% monitoring of calculator use, which is estimated to add 5 additional hours of work per week. The math department needs to have representation on the Safety Committee. Challenge exams and SPTUT Referal Forms need to be scanned and organized in case of an audit (Las Positas' math lab was audited and forced to pay a large fine). The department has many files that need to be organized or shredded. To ensure accelerated classes and other new classes are not cancelled, we need to keep our window displays up to date every semester. Often there are special projects (such as our math magnetic whiteboard proejct and new furniture) and sometimes new periodic responsibilities (such as MA142 now considered "open" to all employees and requiring a point-person). Currently, due to not having enough time, inter-office administration tasks are not getting done. The number of requested Mastery Quiz boxes by teachers has more than doubled. We are falling behind this semester in creating these boxes because there are not enough paid hours per week to create the extra boxes. This is reducing student success. For Math 4, 12, 25 and 30 per semester, 1,100 – 1,200 testing center files folders must be generated each semester. In SPRING 2014, a total of 7 TI-84 Plus (2 Regular and 5 Silver Plus Editions – Total Cost: $945.00) were lost or taken from the Math Lab with no known borrower. The process is now centralized under the Math Admin but there are no additional hours granted to perform this time-consuming task.	Increase the number of hours per week for our administrative assistant from 20 hours/week to 40 hours/week		

Unit Code	Title	Description	Rationale	Activity	Status Reason	Improvement
MUSIC	Consideration for a Bachelor's Degree in Arts and Entertainment	Faculty will be discussing the possibility of considering a Bachelor's Degree in Arts and Entertainment with the following concentrations: 1) African American Gospel Music and Administration, 2) Music Technology, 3) Urban Music.	As the role of Community College may be changing, we are proactive in finding ways to expand the college's offering and enticements to our students. This addition might be a welcoming change and addition to the offerings already present at the Music Department.	1. Meeting about feasibility of offering a Bachelor's Degree 2. Discover issues and challenges and ways to solve them. 3. Implement the Bachelor's Degree if beneficial.		
OUTRCH	Communication and monitoring system for 3SP requirements	The project will create an electronic communications system that will send a series of emails to each college applicant as they progress through the enrollment and 3SP steps. The communications will inform students of their admission status and 3SP steps completion status.	The 3SP mandate requires all new students to participate in orientation, assessment and ed planning. Students will be given the incentive of early registration if 3SP requirements are met before a given deadline. The communication and monitoring system will provide the guide and perhaps motivation for students to complete the 3SP requirements and thus increasing the completion of requirements. It is expected that communicating the incentive will increase early registration as added benefit. The system will also notify students of their status at the end of enrollment so that students complete the requirements before the next registration cycle. Increasing the 3SP requirements will provide the extra funds to the college. We expect that the personalized communications will also increase the number of students that enroll in the college.	1) All new student applicants will receive a Welcome email and next steps and website links. 2) Student applicants will receive a series of follow up communications if 3SP steps have not been met after initial application. 3) Send a "Congratulatory and Welcoming" communication when 3SP requirements have been met. 4) New enrolled students will receive a communication informing them that 3SP requirements with explanation of delayed registration dates.		

Unit Code	Title	Description	Rationale	Activity	Status Reason	Improvement
PIE	Strategic Plan - Progress evaluation	Facilitate discussion in the Planning Committee implement the strategic plan and to regularly evaluate progress towards achieving the goals of the Strategic Plan. Communicate progress through an annual Institutional Effectiveness newsletter.	To demonstrate institutional effectiveness and progress towards meeting the mission of the College and the goals of the Strategic Plan.	1. Gather 'best' practices from other colleges 2. Facilitate discussion in the Planning Committee 3. Determine the annual goals 4. Request data for the goals 5. Communicate progress to the College through an Institutional Effectiveness newsletter		
PIE	Program Review Validation Process	Facilitate the discussions in the Planning Committee and with the Office of Instruction to adopt a sustainable and codified process for units and programs at the college to receive feedback during and after the program reviews are developed. The College also needs to establish a system for information from program/unit plans to be communicated outside the unit and to align with other planning efforts such as the Strategic Plan.	This is part of improving institutional planning and effectiveness. It is also one of the Actionable Improvement Plans documented in the Accreditation Self Evaluation Report (October 2014).	Study other College processes. Begin dialog in the Planning Committee in Spring 2015. Adopt a process by Fall 2015, so that it can be implemented during the program review and planning cycle during the 2015-16 academic year.		

Unit Code	Title	Description	Rationale	Activity	Status Reason	Improvement
PIE	Research Coach	Hire a research coach to work one-on-one with programs/units/committees to define the research issue (frame the question) and interpret the results.	Improve institutional effectiveness. There are varying levels of comfort, knowledge and experience in the college with data. In order to truly make decisions based on data; and gather and interpret assessment data, we need to provide LMC personnel with more support understanding and using data through workshops and individual coaching. We also need to produce an annual institutional effectiveness newsletter with data demonstrating progress.	Submit a RAP proposal in Spring 2015. Hire a Research Coach during Summer 2015.		
PIE	Permanent Administrative Assistant	In order provide sustained support and continuously improve the services provided to the College, a permanent staff member, is required in the Office of P&IE.	It takes time to understand accreditation, planning and program review. Having a permanent staff member enables the person to build capacity daily and offer the unit and the college continuously improved services. The college needs to convert the temporary position established in July 2013 to a permanent position in this office.	Put in a RAP request in spring 2015. Hire a permanent staff in summer 2015.		
PIE	College Plans	Facilitate the process in the Planning Committee and the College to update and adopt new Educational Master Plan .	The current Educational Master Plan (2006-16) will conclude in spring 2016. We need to review it and update it.	Facilitate the process to review, update/develop, and approve a new Educational Master Plan through the Planning Committee.		

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PUENTE	Sustainable staffing structure	Create and maintain a sustainable staffing structure for the Puente Learning Community.	Currently the Puente Counselor and English instructor maintain a three-year contract for Puente coordination. At the end of Spring 2014, the English coordination piece became available. Without any full-time English faculty interest, the position was assigned to an adjunct faculty member for the 2014-15 year. with an exception granted by UCOP In Spring 2015, as planning begins for the 2015-16 year, we face the challenge of unidentified full-time English faculty interest in co-coordinating the program. Additionally, the full-time Counseling faculty coordination role will become vacant as the three-year commitment from the current coordinator will have ended, and no replacement has yet been identified.	Beginning in Spring 2015, Puente coordinators will engage in conversations with Administration, and the English Department and Counseling Department, about ensuring sustainable and stable future coordination.		
SOCSC	Reconfigure Course Schedule and Facility Use	Consolidate departmental course schedules by gradually converting MWF sections to TTh or MW, and introduce 3-hour Friday sections, based on data from Brentwood Campus	Aligns with College Strategic Priority #3	Gradually shift departmental course offerings in the direction specified above.		
SOCSC	Plan a Series of Departmental Professional Development Activities	Enriching professional development opportunities for full-time and part-time departmental faculty	Aligns with Interim Strategic Priority 2 and Strategic Priority 3	Explore sources of financial support for enhanced departmental professional development; plan sequence of professional development activities		

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SSADM	Increase/Improve Services Offered in Brentwood Center	There are currently a variety of services offered to students taking classes at the Brentwood Center. Over the years, enrollments have grown significantly, to the point of representing roughly one third of the enrollment for the entire college. The level and quality of services offered in Brentwood needs to be responsive to the enrollment growth and student demand.	In addition to other strategic priorities this objective supports, it would primarily expand our organizational capacity and improve the effectiveness of Brentwood services.	1) Increase hours for access to financial aid information by hiring dedicated Financial Aid I Assistant for the Brentwood Center. This individual would expand the availability of appointments, in addition to providing FAFSA workshops and assistance for students in group settings. 2) Continue expanding counseling hours 3) Create regular schedule for career exploration and assessment 4) Increase hours in the Brentwood Center for Academic Support, offering more peer tutoring access Expand scheduling of workshops for "at risk" student populations, such as students on probation, foster you, veterans		
TRAVL	Promote Student Completions (Degrees and Certificates)	Completion rates (degrees and certificates) for travel students will meet or exceed the standard.	This objective is ongoing. We will continue the activities that are proving successful in increasing the number of travel awards.	1. Identify and contact individual students who are eligible to apply for certificates and/or degrees. Encourage them to apply for all awards for which they are eligible. This is necessarily time consuming but seems to be the only way to ensure that students understand the importance of applying for all certificates. 2. Post information about certificates and how to apply for them in all of our course sites. 3. Include information about certificates in all online orientations and the travel web page.		

Unit Code	Title	Description	Rationale	Activity	Status Reason	Improvement
WELD	Dedicated Welding Program Theory Classroom	Obtain a permanent, dedicated classroom for Day and Night Welding Technology Theory Courses 10, 35, and 40.	Since losing our dedicated classroom some time ago, the Welding dept. has had to juggle finding new classrooms throughout the college every year. We have had numerous audio/visual issues from broken screens to missing/broken projectors, damaged speakers, missing remotes, rooms that cannot connect up to laptops or internet, computer malfunctions, and many other issues that causes major disruptions to staff trying to instruct the students. There have been conflicts with other instructors sharing classrooms such as unauthorized use during our scheduled time. Many of the existing classrooms are poorly designed whereas one cannot use a white board when the projector screen down. This makes it difficult to explain/illustrate concepts to students and overall teach. Each classroom has equipment that operates in different ways thus making it difficult to teach new staff how everything operates. Having a dedicated classroom would allow us to procure top quality AV equipment such as overhead projectors, transparency projectors, Elmo projectors, video players, computers, have posters, displays, weld samples, and equipment to increase student learning and activities. We would not have to rely on someone else to replace a bulb or fix something as we would be prepared with spare parts and equipment. It would provide a meeting place for guest speakers, high school student tours, Advisory Board meetings, and a study place for welding students. It would also provide the opportunity for additional theory courses or short courses.	Work with our Dean to procure a classroom.		

Unit Code	Title	Description	Rationale	Activity	Status Reason	Improvement
WELD	Restore Daytime Tool Room Laboratory Equipment Technician II Hours	Increase the tool room staffing from 10.5 months to 12 months. This will provide better support for our summer classes which is currently staffed the first two weeks.	The tool room provides support to our programs by making sure the students have the proper tools and materials to be used in our labs. The Welding program students check out supplies and tools from the tool room to use inside the welding lab everyday. Not having an organized tool room operation keeps the student from obtaining their career goals and succeeding in our classes. Since the tool room hours were reduced by budget cuts, they have not been able to perform shop maintenance which is a safety issue for all Voctech programs.	A RAP proposal has been submitted requesting an increase to existing permanent classified position hours		
WELD	Restoration of Night-time Shop Equipment Assistant Hours	Increase the Voc-Tech tool room staffing from five hours a day to six hours. This will provide better coverage, security, and coordination in the tool room. The tool room has no classified supervision from 4 to 5pm daily, it is now covered by student workers.	Staffing was reduced from 6 hours per day to 5 hours when the college went through budget cuts recently. The tool room has no classified supervision from 4 to 5pm daily and is covered by only student workers. The welding courses operate during that time period which creates a problem for maintaining tool security and checking in supplies.	A RAP proposal has been submitted to increase the existing permanent classified position hours.		
WFDEV	Institutional Outcomes	Establish workforce development as one of the institutional outcomes for instruction, student services, and administrative services.	The College's roles and responsibilities around workforce and economic development are threaded throughout the 2014-2019 Strategic Plan. Activities and outcomes are needed in order to measure our success and effectiveness in implementing our plan.	Develop detailed activities and measurable outcomes for FY15-16 for each of the objectives and/or strategies in the 2014-2018 Strategic Plan related to workforce development.		