

# PARKLAND COLLEGE 2005-2006 OPERATIONAL PLAN

---

OCTOBER 2004

The Parkland College Operational Plan follows and supports the Parkland College Strategic Plan. The strategic goals and strategies (coded by a capital letter and number) from the document, Parkland College 2005-2010: A Strategic Plan for Excellence, are specified in bold, followed by specific operational action plans (coded by a lowercase letter and number) that support the completion of the given corresponding strategy.

In order to realize its vision, Parkland College has established the following four strategic goals. The related strategies that follow each goal will be implemented through the operational planning process.

## GOAL A

---

**PARKLAND COLLEGE WILL FOCUS ON IMPROVED QUALITY STUDENT-CENTERED LEARNING TO MEET THE NEEDS OF ITS INCREASINGLY DIVERSE POPULATION.**

**A.1 Focus on continuous improvement of teaching and learning by identifying, assessing, and aligning instruction with appropriate standards of student performance in all academic programs and disciplines. Continually evaluate the process of learning and student learning outcomes to guide this continuous improvement process.**

- a.1.1 AS Continue to complete cycles of documenting student academic achievement and continuous improvement of instruction under the leadership of the Academic Assessment Committee.
- a.1.2 AS Fully explore the merits and student benefits of incorporating service learning components in our career program offerings.
- a.1.3 AS Continue to maintain and update current Program Advisory Committees and use these businesses and industry contacts to update current courses and customize courses to fit their needs.
- a.1.4 AS Expand the role of the Institute for Science Education.
- a.1.5 AS Review and update the three year curriculum plans for Astronomy, Biology, Chemistry, Earth Sciences, and Physics.
- a.1.6 AS Collaborate with Library staff to offer LAS 111 linked with CCS classes.
- a.1.7 AS Support the revitalization of Physical Education courses and creation of kinesiology courses by purchasing appropriate laboratory and fitness equipment.
- a.1.8 AS Create departmental task force to study both the philosophical and physical future of the Natural Sciences Testing Center.
- a.1.9 AS Develop an articulation agreement with Bishop Burton College, England, for equine and agriculture.
- a.1.10 AS Develop a continuing education plan to meet the needs of the health care community.
- A.1.11 AS The Center for Excellence will continue to provide a college-wide, ongoing professional development system.



**A.2 Fully develop a collegiate community of learners that emphasizes the importance of moral values, a positive work ethic, and career skills, including communications, problem-solving, interpersonal/conflict resolution, and ability to work in teams. Encourage students to develop lifelong learning skills, such as critical thinking/decision making, self management, technology competency, and information literacy, and an attitude and understanding that will help them function in a diverse society and job market where rapid changes are commonplace.**

- a.2.1 AS Continue to work with faculty and the external community to integrate these important skills into all academic programs.
- a.2.2 SS Continue to serve as a liaison (The Career Center) between employers, faculty and students communicating requisite workplace skills.
- a.2.3 AS Continue to integrate the Work Ethic curriculum into courses and programs across the College.
- a.2.4 SS Continue to develop and offer mental health related workshops and seminars (by Counseling and Advising Center) for the student population, in order to promote emotional well being.
- a.2.5 AS Continue English and Critical Studies support for Integrated Studies Communities by increasing the number of ISC II, ISC III, and Honors ISC offerings Fall and Spring semesters. Implement four developmental learning communities Fall 05 and three in Spring 06.
- a.2.6 AS Continue to update the mathematics books in the College library with special emphasis on resource books for students preparing for various job and assessment exams.
- a.2.7 SS Design and implement an online student employment orientation.
- a.2.8 AS The Center for Excellence will continue to support the learning college concept, including Respectful Workplace, Core Values, etc.

**A.3 Further respond to the educational, financial, and support needs of an increasing number of students who are not prepared, under-prepared, or at-risk for college-level course work.**

- a.3.1 AS Fully develop and implement programs and seek funding to develop programs and improve instruction for students not prepared for college-level work.
- a.3.2 SS Develop the diagnostic component of the off-campus high school assessment program.
- a.3.3 AS Fully implement the planned activities of the five-year Title III grant, Student Success Matters: A comprehensive approach to developmental education. As part of an ongoing, systematic, internal, formative evaluation, collect data and report results on measurable outcomes pertaining to Title III.
- a.3.4 AS The Mathematics department will continue to refine the mathematical offerings of adult basic education by organizing and staffing TRN 072. Investigate requiring ALEKS or other AI mathematics software for students who must repeat a developmental mathematics course.
- a.3.5 AS In collaboration with Learning Lab, implement one-credit-hour study skills courses for students in developmental reading courses.
- a.3.6 AS Continue to develop supplemental SOAR activities for least prepared students.

- a.3.7 AS Expand Educational, Career and Life Planning courses, increase program support and linkages to other programs, provide leadership in ongoing discussions of PSY 109 (formerly ORN 101) as a registration requirement for full-time, first-time-in-college, transfer-degree-seeking students.
- a.3.8 SS Continue to offer special retention programs for African-American males and females (such as Brother to Brother and Sister to Sister) through the sponsorship of the Counseling and Advising Center, to actively renew efforts to retain minority students in Parkland educational programs.
- a.3.9 AS Begin to pilot and implement new models for Learning Lab instruction in order to offer more options to meet diverse student learning needs.
- a.3.10 AS Implement plans to administer COMPASS assessments to 200 high school juniors.
- a.3.11 AS Increase the number of developmental English classes offered in computer-assisted classrooms.
- a.3.12 AS Explore models of hybrid and online developmental reading and writing courses.
- a.3.13 SS Work with the Illinois Student Assistance Commission (ISAC) to promote changes in the MAP Grant eligibility formula to increase funding for low income and late financial aid applicants.
- a.3.14 SS Work with the Academic Development Center to develop strategies to reduce the number of not prepared and under-prepared students who fail to meet the financial aid satisfactory academic progress policy.
- a.3.15 SS Project G.O.A.L.S. (TRiO) will provide supplemental grants to all program Pell recipients who have unmet financial need, maintain a cumulative GPA of at least a 2.5, and are active in the program.
- a.3.16 SS Project G.O.A.L.S. (TRiO) will enroll 180 eligible students to support academic, personal, career and financial goals. 75% of all participants will earn and maintain a cumulative GPA of no less than a 2.0 on a 4.0 scale.
- a.3.17 SS A minimum of 25% of Project G.O.A.L.S./TRiO participants will graduate within the equivalent of six full-time semesters; of those at least 50% will transfer to a senior institution.
- a.3.18 SS In addition to the continuous cross-training of Admissions staff, expand general financial aid cross-training of Parkland staff to include Counseling and Advising and the Academic Development Center.
- a.3.19 SS Disability staff will collaborate with Reading/Writing faculty to establish a system to measure effectiveness of reading/writing assistance for 09X students.
- a.3.20 AS Continue to work with ICCB to provide stable funding for Adult Education/Family Literacy programs.
- a.3.21.AS Increase number of Adult Education/Literacy students attending district sites.
- a.3.22 AS The Center for Excellence will continue to support the faculty who serve developmental students through Title III funding.

**A.4 Increase the number of Parkland College faculty who will lead in the development and dissemination of improvements in teaching and learning strategies, innovative applications of instructional technology, alternate modes of instruction, integration of service learning utilizing the community as a learning environment, and related pedagogy.**

- a.4.1 AS The Center for Excellence will support innovation in the classroom, online and hybrid settings in order to enhance student learning through diverse programming based on solid research, and multiple methods of support.
- a.4.2 SS Provide workshops/seminars to faculty and staff to inform them of the services provided by Counselors to students through the Center for Excellence in Teaching and Learning.
- a.4.3 AS The Dual Credit Office will offer workshops to faculty and staff to support their efforts to assist students in the Dual Credit Program.
- a.4.4 AS Establish a taskforce of representatives from Cooperative Learning Center, Writing Center, Academic Development Center and Library to foster cohesive programmatic relationships between the units and integrate academic support services for students.

**A.5 Continue to enhance accountability measures that evaluate the quality of career and transfer programs and courses.**

- a.5.1 AS Complete the implementation of an "annual check-up" for career programs.
- a.5.2 AS Continue to assist Department Chairs in their evaluation of the quality of transfer courses by providing demographic and educational information about these courses from the Office of Institutional Research, Evaluation, and Planning through the program review and academic assessment processes.
- a.5.3 AS Continue to develop and examine institutional performance measures (e.g., ICCB and college performance indicators, environmental scanning) that evaluate educational quality and services through the Office of Institutional Research, Evaluation, and Planning.
- a.5.4 AS Improve the ICCB program review process by completing an internal review of institutional indicators in conjunction with the regular process.
- a.5.5 AS Administer the Community College Survey of Student Engagement (CCSSE) to a sample of students during the Spring 05 semester.

**A.6 Increase student and faculty awareness of and access to global perspectives across the curriculum. Develop international collaborations and partnerships that benefit Parkland students and the District 505 community.**

- a.6.1 AS Continue to internationalize the curriculum and provide students and faculty with an international awareness in a global community and economy.
- a.6.2 CW Continue to seek to develop contracts with the international educational community in support of student international learning opportunities and faculty international professional development.
- a.6.3 AS Develop new study abroad program opportunities in Spain and France.
- a.6.4 AS Acquire full membership in the Community Colleges for International Development (CCID) organization.

- a.6.5 AS Continue to promote and strengthen enrollments in international business & marketing courses.
- a.6.6 AS Develop "Spanish for Career Professions" courses: Spanish for Medical Professionals; Spanish for Law Enforcement Professionals; Spanish for Human Services Professionals; Spanish for Educators.
- a.6.7 AS The Office of International Education will continue to work to increase overall faculty/staff understanding of issues facing international students on campus, including requirements of visa status, teaching and learning techniques and special communication needs.

**A.7 Develop and deliver a full array of community education courses that meet the interests of the District 505 community.**

- a.7.1 SS Implement Phase II of Community Education Strategic Plan.
- a.7.2 SS Expand College for Kids programs and increase enrollment.
- a.7.3 SS Streamline online registration process for non-credit students.
- a.7.4 SS Provide community-wide forums to address the most challenging social issues.

**A.8 Further respond to the observation that a “conceptual economy” is emerging where society is becoming more dependent on human rather than natural resources and individuals will be expected to develop their own life opportunities through education and training.**

- a.8.1 AS Develop and Market Health Professions Continuing Ed/Workshop (Life Long Learning) opportunities for the health care community in meeting the educational needs of the health care provider.
- a.8.2 AS Provide training space and resources in the Construction Education Alliance facility to construction industry groups in concert with Parkland College partnership goals.
- a.8.3 AS Develop new customized training products through the Business Development Center for underserved areas. Attain break-even status by June 05.
- a.8.4.AS Continue to promote partnerships and coordination between education and job training by maintaining a Workforce Development site at the Illinois Employment and Training Center.

---

**GOAL B**

**PARKLAND COLLEGE WILL CONTINUE ITS REGIONAL LEADERSHIP THROUGH STRATEGIC INITIATIVES WITH KEY PARTNERS THAT ADVANCE INNOVATIVE TEACHING AND LEARNING OPPORTUNITIES FOR THE RESIDENTS OF DISTRICT 505.**

**B.1 Increase community outreach and the number of business, industry, and trade union partnerships to help develop and deliver key career and training programs, and continually review and revise current career and training programs to meet business and industry standards and the changing employment and workforce skill needs of the District and region. Partner with the business community and area agencies to mutually refer, support, and better serve small and underserved businesses as well as large businesses.**

- b.1.1 AS Continue to develop and expand partnerships to help continually review and improve existing career programs and to develop new ones.
- b.1.2 AS Develop additional trade union certificate programs.
- b.1.3 AS Develop/maintain business partnerships with IT companies through site visits and other communication; and share information through faculty meetings.
- b.1.4 AS Seek accreditation of Associate's degree program in Hotel/Motel Management with the American Hotel & Motel Association.
- b.1.5 SS Initiate the development of a general employer survey, measuring the employer's satisfaction with Parkland graduates.
- b.1.6 AS Increase cooperation with businesses to provide materials and expertise for the Land Laboratory.
- b.1.7 AS Initiate and develop a satisfaction survey for all parties served by the Dual Credit Program.

**B.2 Expand partnerships that will achieve the goals and strategies as outlined in the focused strategic plans in agriculture, health care, information technology, and industrial technologies. Identify and address the continuing education and degree completion needs of District 505 residents. Expand Community Education, Adult Re-entry Center, ESL, and Business Development Center training to maximize the outreach, education, and information needs of District 505 residents.**

- b.2.1 AS Work with the external community and the faculty to continually review and implement the focused strategic plans and develop new career programs in full partnership with the local business and industry leaders.
- b.2.2 AS Accelerated Degree Program (Fast-track).
- b.2.3 AS Identify major issues identified in the AG focused futures conference.
- b.2.4 SS Implement Phase II of the Community Education Strategic Plan.
- b.2.5 SS Expand College for Kids programs resulting in increased enrollment.
- b.2.6 AS Improve involvement of advisory committees in strategic planning.

**B.3 Fully develop K-12 education, university, and business partnerships to strengthen the education continuum for District 505 residents from preschool through secondary school into post-secondary settings utilizing P-16 partnership initiatives.**

- b.3.1 AS Initiate activities that introduce faculty to service learning concepts, processes, and student benefits.
- b.3.2 SS Continue Student Services contacts with District 505 high school counselors for the purpose of easing high school students' transition to Parkland.
- b.3.3 AS Continue to identify and offer college classes for high school students that result in awarding dual credit.
- b.3.4 AS Continuously update articulation agreements with high schools and update the articulation handbook every two years.

- b.3.5 AS Continue to work with our university partners to provide additional educational options for residents of District 505.
- b.3.6 SS Increase the number of college and university partnerships in order to create opportunities for adult, non-traditional students to complete their bachelor's and master's degrees.
- b.3.7 SS Continue to conduct special Open Houses for high school students with disabilities. Informational sessions will better prepare students for successful transition to Parkland.
- b.3.8 AS Initiate contact with District 505 high school library directors that currently do not bring classes to Parkland Library; invite classes to visit and work in the Library.
- b.3.9 AS Continue to explore the development and implementation of a plan to increase communication with the high school science teachers in Parkland's district.
- b.3.10 AS Continue to connect with district high school English faculty to discuss A) Parkland College's English & Critical Studies offerings and B) college expectations.
- b.3.11 AS Continue to work with high schools to identify coursework for dual credit purposes.
- b.3.12 AS Continue collaboration with other colleges/universities to expand convenient degree options and opportunities for adult, non-traditional students to complete their bachelor's or master's degrees.

**B.4 Seek opportunities to foster the conceptual economy with District 505 schools. Continue to enhance the development of human resources through initiatives such as developing dual credit course offerings in both vocational-technical and transfer areas where the schools lack the resources for offerings. Continue to work jointly with high schools to develop curriculum and articulation; foster technology use in classroom projects; engage students and parents early to have them more fully understand the relationship between high school preparation and lifelong learning; develop student and faculty mentoring programs; identify students with high potential but low performance early to positively impact their education and careers; seek grant funding for a technology center for use by high school students; and provide outreach to schools and their teachers to work collaboratively on student learning issues.**

- b.4.1 AS Maintain and develop dual credit courses and articulation agreements with high schools in all department areas.
- b.4.2 AS Develop, strengthen, and formalize partnerships and other links with the UIUC science education and science discipline faculty.
- b.4.3 CW The Board of Trustees, President, and Vice Presidents will continue to meet with K-12 school boards and present opportunities to partner and collaborate in areas of mutual interest.

## **GOAL C**

**PARKLAND COLLEGE WILL ENHANCE LEARNER SERVICES AND INSTRUCTIONAL DELIVERY SYSTEMS BY INTEGRATING INNOVATION THROUGHOUT THE COLLEGE.**

**C.1 Effectively promote the mission, programs, and services of Parkland College so that constituents, including businesses, chambers of commerce, and community organizations, fully realize the comprehensiveness and excellence of Parkland College programs and services. Further utilize PCETV to educate our community about Parkland's mission, core values, programs, and services.**

- c.1.1 CW Analyze and critically review the marketing/public relations programs annually. Implement a College-wide marketing planning process whereby all areas of the College have the opportunity to request marketing and advertising assistance in advance of their needs. If needed, use the marketing committee to help prioritize requests.
- c.1.2 CW Encourage participation and contact with councils, boards, and other community-based organizations.
- c.1.3 CW Support the implementation of a service learning component in courses and programs.
- c.1.4 SS Develop a student development record that documents a student's participation in service/extra- and co-curricular learning experiences.
- c.1.5 SS Provide community-wide forums to address the most challenging social issues.
- c.1.6 SS Update Disability Services web page as part of overall update of Counseling and Advising Center home page.
- c.1.7 SS Work with Department Chairs to develop feature stories to inform community about Parkland programs and services.
- c.1.8 AS Promote Learning Lab courses in the local business community as a resource for ongoing professional development in mathematics and communication skills needed in the workplace.
- c.1.9 SS Initiate fall community service project which supplements the college's efforts with the United Way combined charities effort here at Parkland.
- c.1.9 AS Continue to enhance PCETV programming.

**C.2 Develop a process to identify and evaluate new program opportunities as well as cultivate educational and training programs in crucial/strategic areas. Aggressively recruit students into programs of study that meet the employment needs of the community and the interests and talents of students. Develop additional recruiting partnerships in key areas of high need and/or low enrollments. Study the feasibility of offering guarantees of employment upon completion of selected programs.**

- c.2.1 CW Support the continuing work of the Enrollment Management Team in gathering College-wide input and implementation of the annual goals as outlined in the Parkland College Enrollment Management Plan.
- c.2.2 SS Continue to assist TRiO, Perkins, Learning Resource and Bridge programs by addressing the student's career development needs and concerns through workshops and classroom presentation.
- c.2.3 SS Assist in recruitment efforts by increasing the number of off-campus Career Planning workshops and seminars.
- c.2.4 SS Collaborate (Counseling and Advising Center) with the Career Center to offer "Emerging Trends" in order to assist students in selecting majors.

- c.2.5 AS Continue support for Earth Partners educational group.
- c.2.6 AS Continue annual high school art seminar and community music performances.
- c.2.7 AS Implement a more aggressive plan for recruitment of international students on F-1 visas to Parkland College.
- c.2.8 AS Hold an EST Mini-Open House for non-District 505 schools.

**C.3 Continually evaluate and improve Parkland's retention efforts so that more students are successful in achieving their educational goals.**

- c.3.1 CW Continue to analyze and evaluate Parkland's retention efforts and improve student retention.
- c.3.2 SS Continue to cross train financial aid advisors and admissions advisors to more effectively serve students.
- c.3.3 AS Continue to require recruitment and retention goals by career program and department.
- c.3.4 AS Monitor, evaluate, and respond to measurable effects of Title III grant activities in retaining under-prepared students.
- c.3.5 SS 70% of incoming first-time Project G.O.A.L.S. (TRiO) will be retained through the third semester (Fall to Fall persistence).
- c.3.6 SS Determine success rates (e.g. GPA; persistence) for degree-seeking students who register for classes after they have begun.
- c.3.7 SS Develop programs to assist in the retention, graduation and transfer of ethnic minority students, with emphasis on those 24 years of age and older.
- c.3.8 AS Increase campus-wide promotion of the Cooperative Learning Center and other campus academic support services.
- c.3.9 SS Increase retention of student-athletes by instituting a new academic monitoring system for at-risk athletes and a series of seminars and workshops to address the social aspect of attending college.
- c.3.10 AS Increase overall student retention in SSHS by 1%.
- c.3.11 AS Increase the retention rate in all MAT course clusters by 1%.
- c.3.12 AS Increase overall student retention in foreign language courses by 2%.
- c.3.13 AS Increase retention in HP by 1% through increased use of TAs and tutors and by presenting a financial aid seminar to selected programs each semester.

**C.4 Respond to increasing student demand for online courses and programs, access to technology, and innovative applications of instructional technology to include hybrid and modular course delivery options in all academic departments and in many non-credit courses. Further respond to a more competitive educational marketplace.**

- c.4.1 AS Continue to work with our university partners to provide additional educational options for residents of District 505.

- c.4.2 AS Develop plans to address unmet student demand for online courses.  
Proposed New Courses for online/hybrid delivery:
1. ACC
  2. AGB
  3. CAD
  4. HPI
  5. MAT 143
  6. MAT 145 Hybrid
  7. MAT 151
- c.4.3 SS Update and maintain Community Education web pages.
- c.4.4 SS Explore and develop online Community Education courses.
- c.4.5 SS Provide access online to Admissions and Records forms in PDF format to allow students to complete and print them for submission.
- c.4.6 AS Investigate new course management systems for online courses, as licenses are nearing user limits.
- c.4.7 AS Enhance and support the quality of online course delivery with online faculty seminars, online faculty advisors, and the addition of an Instructional Design Consultant to work on a project-by-project basis through the Center for Excellence.
- c.4.7 AS Enhance and support the quality of online course delivery with the addition of an Instructional Design Consultant to work on a project-by-project basis through the DVL office.
- c.4.8 AS Continue to outfit departmental classrooms with LCD and computer technology.

## GOAL D

**PARKLAND COLLEGE WILL CONTINUOUSLY IMPROVE ITS EFFECTIVENESS BY MAXIMIZING ITS HUMAN, TECHNOLOGICAL, AND FISCAL RESOURCES.**

**D.1 Monitor and make annual progress toward recruitment of faculty and staff whose composition reflects the diverse population being served. Develop annual staffing plans based on enrollments, programming, and resources. Continue to evaluate the full-time/part-time teaching faculty ratio appropriate to each department and program.**

- d.1.1 CW Fully implement and report annual progress toward recruiting a faculty whose composition reflects the diverse population we serve based on Board- and PCA Senate-approved resolutions.
- d.1.2 CW Continue to implement three-year staffing plans based on faculty and staff retirements, enrollments, resources, and programming.

Full-time teaching faculty vacancies/replacements will be filled within the Board-approved current 167 tenure-track positions in the staffing plan.

1. AFM.....Adjunct to Tenure-track, replaces Clary – George Clevenger \*
2. BIO.....Adjunct to Tenure-track, replaces Postula – Toni Burkhalter \*

3. BIO.....Adjunct to Tenure-track, replaces Woodward – Kathy Bruce \*
4. RTT.....DesJardins, hold until emeritus/RTT self-study is complete \*
5. RTT.....Sieber, hold until emeritus/RTT self-study is complete \*
6. SPE.....Johnston
7. ENG.....Div. Adjunct to Tenure-track
8. ENG.....Div. Adjunct to Tenure-track, replaces Voyles early
9. SOC.....Div. Adjunct
10. DHG.....Carryover from unfilled search
10. NUR
12. HUM/FL
13. ART
14. MAT
15. CIT.....Adjunct to tenure-track, began in 05

**Adjunct Faculty Requests:**

1. AFD
2. ESL

**Other Staffing Requests**

	<b>Requestor</b>	
1. Grant Research Analyst .....	Sharon Kristovich.....	\$
.....	36,780	
2. Secretary, Community Relations.....	Margot Williams.....	\$
.....	22,800	
3. Career Specialist.....	Sandy Spencer.....	\$
.....	35,000	
4. Adult Re-Entry Center Coordinator .....	Carol Steinman.....	\$
.....	50,000	
5. Secretary, Adult Degree Completion Center .....	Carol Steinman.....	\$
.....	24,000	
6. Upgrade _ time staff writer to FT.....	Hillary Valentine.....	\$
.....	13,000	
7. Restore PT Counseling budget.....	Marilyn Ryan.....	\$
.....	12,500	
8. Admissions Advisor .....	Mike Henry.....	\$
.....	35,000	
9. PT Recruiter in Ford ASSET Program.....	Mark Freundt.....	\$ 1,500
10. ESL Advisor/Recruiter .....	IE.....	\$
.....	30,000	
11. Language Lab Technician .....	IE.....	\$
.....	23,000	
12. Clinical Coordinator, XRA .....	Sandy Sauer.....	\$
.....	32,000	
13. Upgrade Tech Coordinator in FAA from 1/2 to FT.....	Barb Wilson.....	\$
.....	14,500	
14. Dean for Student Services .....	Carol Steinman.....	\$
.....	65,000	
15. PT AV Technician .....	Fay Rouseff-Baker....	\$
.....	10,000	
16. FT Counselor (retirement).....	Carol Steinman.....	\$
.....	40,000	
17. PT College for Kids Coordinator .....	Jan Simon.....	\$ ???
18. Athletic Associate and FT Athletic Director.....	Rod Lovett.....	\$
.....	50,000	
19. 75% Library Technical Services Assistant.....	Anna Maria Watkin....	\$
.....	15,000	

20. CCID Director .....	\$	
.....		56,000
21. Secretary/Advisor to CCID .....	\$	
.....		25,000
22. Absorb a portion of 2nd Student Development Advocate .....	Linda Moore	
.....	\$	8,400
23. Absorb a portion of HS Assessment Advisor.....	Linda Moore	\$ 3,276
24. Absorb a portion of Technical Specialist.....	Linda Moore	\$ 450
25. 51% of Title III staff positions' fringe.....	Linda Moore	\$ 4,730

d.1.3 CW At least three presentations on grantsmanship through the Center for Excellence in Teaching in Learning.

d.1.4 AS Continue advertising, promoting, and interviewing for part-time faculty in order to strengthen and diversify the part-time pool of applicants.

**D.2 Facilitate faculty, staff, and leadership development to enable all employees to reach their full learning, technological, and human potential to serve the College and District 505 residents. Provide professional development activities for faculty and staff that address the history, culture, and statement of values of Parkland College. Develop a comprehensive wellness program for employees and their dependents to improve their general health and reduce increasing health care costs.**

d.2.1 CW Continue to assess and improve professional and staff development for all faculty and staff.

d.2.2 SS Continue to schedule student employee supervisor training/mentoring workshops.

d.2.3 AS Gain NATEF certification in ACR Program.

d.2.4 CW The Center for Excellence will serve the needs of the College and the community, including: all-College professional development initiatives; grant-funded programming; support for online faculty; support for online and telecourse students; support of the Audio/Visual needs of the College; continuous delivery of PCETV programming. Encourage continued faculty and staff participation in the Center for Excellence activities.

**D.3 Systematically identify, pursue, and develop external funding and scholarship sources through collaborations between the Office of College Development and the Parkland College Foundation.**

d.3.1 CW Implement long-term plans to use external funding to support the operation of key initiatives.

d.3.2 CW Publication of at least six issues of the Office of Development UPDATE.

**D.4 Develop a more comprehensive, effective grants development process with a focus on federal grants and business partnerships to leverage resources.**

d.4.1 AS Academic Departments will continue with the Foundation to develop public/private partnerships and to enhance alumni relationships.

d.4.2 AS College Development will increase the number of applications for external funding submitted on behalf of Parkland College supported programs and projects.

**D.5 Continue to give high priority to the maintenance and replacement of instructional and institutional equipment and to the continual review of and progress toward completion of an infrastructure capital improvement plan and the master campus development plan.**

d.5.1 CW Continue to update the five-year capital improvement plan annually and complete as many of the following projects as possible without using operational funds: parking lot/drainage improvements, electrical and heating systems upgrade, exterior masonry renovations, and deferred maintenance. Remodeling Requests:

1. Remodel/Improve ventilation in L-248 (cadaver lab).....	NS.....	\$ 40,000
2. Replace Theatre carpeting.....	FAA.....	\$ 20,000
3. Replace Theatre seats.....	FAA.....	\$ 50,000
4. Remodel the old red barn.....	BAG.....	\$ 20,000
5. Storage building for Ag-Bus, Diesel and Automotive.....	BAG/EST.....	\$140,000
6. Construction of an Equine Facility on campus.....	BAG	\$7,000,000
7. New Surgical Suite (L-160).....	HP.....	\$ 20,000
8. Carpet P-wing.....	NS.....	\$ 10,000
9. Improvements to Parkland Soccer fields.....	Athletics.....	\$ 35,000
10. Add mezzanine in M135.....	EST.....	\$ 13,600

d.5.2 AS **Instructional/Office Equipment** (Note: Items costing less than \$15,000 are excluded from the list below and addressed through the normal annual instructional/office equipment allocation process.)

1. T II Hydraulic Trainers.....	DPE.....	\$ 17,500
2. ITT industrial pneumatic trainers.....	MFT/DPE.....	\$ 22,000
3. Replace M131 printers and computers.....	EST.....	\$ 15,000
4. 4 wheel alignment machine.....	AFD.....	\$ 15,000
5. LCD projector for 2 classrooms.....	NS.....	\$ 16,000
6. Replace 1986 dimmer system in Theatre.....	FAA.....	\$ 40,000
7. Maintenance of the network infrastructure.....	Campus Tech.....	\$100,000
8. Replace computer lab equipment in music lab (C140).....	FAA.....	\$ 40,000
9. Criminal Justice photographic equipment.....	SSHS.....	\$ 37,500
10. LCD projector and installation in B213 and B223.....	BAG.....	\$ 24,000
11. Replace all computer hardware in Room M110.....	EST.....	\$ 30,000
12. Replace 15 computers in M-133 Lab.....	EST.....	\$ 15,000
13. LCDs and PC mounted in 6 classrooms in L wing.....	HP.....	\$ 15,000
14. Replace equipment in CSIT computer labs D222 and D228.....	CSIT.....	\$ 80,000
15. Electric Sky all-sky video system.....	Planetarium.....	\$700,000
16. Digital Radiograph Unit.....	DHG.....	\$ 20,000
17. Digital playback system for PCETV.....	DVL.....	\$ 60,000
18. Replace computers in two computer-assisted classrooms.....	ECS.....	\$ 70,000
19. Convert C152 or 153 into a computer-enhanced laboratory.....	ESL.....	\$ 20,000
20. Gym wall pads and sound system.....	Athletics.....	\$ 17,500
21. Replace computers and furniture in Technical Services.....	Library.....	\$ 15,000
22. CAM Software.....	MFT.....	\$ 16,200
23. Replace computers in W112.....	AGB.....	\$ 31,000
24. Replace computers in M141.....	ELT.....	\$ 20,000
25. Three phase project to equip all remaining generic classrooms with LCD projectors:		
Academic Services.....		\$175,000/3yrs.
.....		\$58,333

d.5.3 AS Equip and upgrade more classrooms with up-to-date technology, such as LCD projectors, document cameras, and other interactive teaching and learning technologies.

d.5.4 AS Complete construction of a greenhouse attached to the Tony Noel Ag Tech Center.

**D.6 Develop and implement a campus-wide wireless network environment for students, faculty, and staff.**

d.6.1 AS Install a wireless network connection in M211, the part-time office.

d.6.2 CW Evaluate the effectiveness of pilot wireless network implementations on campus.

**D.7 Develop and support organizational systems that foster an increased entrepreneurial culture through creativity, expertise, and innovation to respond to a changing world.**

d.7.1 CW Continue to support departmental and unit-based efforts to secure external funding by implementing an incentive-based system that rewards initiative.

**D.8 Focus on continuous quality improvement of educational and student services through the evaluation of support areas. Review and revise College operations and procedures to increase efficiency and communication and to decrease redundancy through the institutional effectiveness process.**

d.8.1 CW Continue to support the work of the Institutional Effectiveness Committee as it addresses this strategy.

d.8.2 SS Analyze the effectiveness of the procedures for academic standards for those students who are on academic probation and establish baseline data.

d.8.3 SS Develop point of contact surveys to obtain feedback on the quality and satisfaction of services and support for students with disabilities using the Office of Disability Services.

Operational Plan Responsibility Codes:

AS.....Academic Services

SS..... Student Services

CW.... College-wide, the Executive Team