

A large, stylized fish logo in shades of green and white, positioned on the left side of the page. The fish is facing right and has a circular eye. The background of the entire page is a solid olive green.

Regular Meeting

January 17, 2018

CHEMEKETA COMMUNITY COLLEGE
4000 Lancaster Drive NE
Salem, Oregon

BOARD OF EDUCATION

Regular Meeting

January 17, 2018

CHEMEKETA COMMUNITY COLLEGE
4000 Lancaster Drive NE
Salem, Oregon

I. Workshop **4:30 pm** **Salem Campus—Building 2, Room 170,
(Board Room)**

- A. Mid-Willamette Education Consortium (MWEC) Update 1
Jim Eustrom, Vice President—Instruction and Student Services/
Campus President, Yamhill Valley

II. A. Executive Session **5:30 pm** **Salem Campus—Building 2, Room 172**

Executive Session is called in accordance with ORS 192.660(2) (d) negotiations and (e) real property.

B. Administration Updates

III. Regular Session **7 pm** **Salem Campus—Building 2, Room 170,
(Board Room)**

- A. Call to Order
B. Pledge of Allegiance
C. Roll Call
D. Comments from the Audience
E. Approval of Minutes—Regular Board Meeting of December 20, 2017 2–9
F. Reports

1. Reports from the Associations
- | | | |
|-------------------------|--|-------|
| a. Isaac Acosta | Associated Students of Chemeketa (ASC) | 10–11 |
| b. Justus Ballard | Chemeketa Faculty Association | 12 |
| c. Terry Rohse | Chemeketa Classified Employees Association | 13 |
| d. Allison Stewart Hull | Chemeketa Exempt Employees Association | 14 |

2. Reports from the College Board of Education

3. Reports from the Administration
a. Jim Eustrom

G. Information

1. 2018–2019 Proposed Budget Calendar 15–16
Julie Huckestein, President/Chief Executive Officer

- | | | |
|----|---|-------|
| 2. | Proposed Student Tuition for 2018–2019
Julie Huckestein, President/Chief Executive Officer | 17 |
| 3. | Strategic Plan
Julie Huckestein, President/Chief Executive Officer | 18 |
| 4. | Anesthesia Technology Associate of
Applied Science Degree
Jim Eustrom, Vice President—Instruction and Student Services/
Campus President, Yamhill Valley | 19–20 |

H. Standard Reports

- | | | |
|----|--|-------|
| 1. | Personnel Report
David Hallett, Vice President—Governance and Administration | 21 |
| 2. | Budget Status Report
Julie Huckestein, President/Chief Executive Officer | 22–26 |
| 3. | Capital Projects Report
Julie Huckestein, President/Chief Executive Officer | 27 |
| 4. | College Advancement Report October 2017–December 2017
David Hallett, Vice President—Governance and Administration | 28–32 |
| 5. | Fall Term Enrollment Report
David Hallett, Vice President—Governance and Administration | 33–35 |
| 6. | Recognition Report
Julie Huckestein, President/Chief Executive Officer | 36–37 |

I. Action

Consent Calendar Process (Items will be approved by the consent calendar process unless withdrawn at the request of a member of the board. Item or items requested to be removed by a member of the board will be removed from the consent calendar by the chairperson for discussion. A separate motion will then be required to take action on the item in question.)

- | | | | |
|----|---|-------------|-------|
| 1. | Approval of College Policies #3150—Exempt
Supervisory Employees: Definition; #6220—Surplus
Property; #6240—Inventory and #6410—Legal Service
Julie Huckestein, President/Chief Executive Officer | [17-18-124] | 38–42 |
| 2. | Approval of Academic Calendar for 2018–2019
Jim Eustrom, Vice President—Instruction and Student Services/
Campus President, Yamhill Valley | [17-18-125] | 43–44 |
| 3. | Approval of 2017–2018 Faculty Sabbatical
Leave Recommendation One-Term Spring 2018
Jim Eustrom, Vice President—Instruction and Student Services/
Campus President, Yamhill Valley | [17-18-126] | 45 |

4. Acceptance of Program Donations October 1, 2017 through December 31, 2017 David Hallett, Vice President—Governance and Administration	[17-18-127]	46–47
5. Approval of Grants Awarded October 2017–December 2017 David Hallett, Vice President—Governance and Administration	[17-18-128]	48–49
J. Appendices		
1. Mission – Vision – Values – Core Themes		50
2. Campus Map		51–52
3. District Map		53
K. Future Agenda Items		
L. Board Operations		
M. Adjournment		

Chemeketa Community College prohibits unlawful discrimination based on race, color, religion, national origin, sex, marital status, disability, protected veteran status, age, gender, gender identity, sexual orientation, pregnancy, whistleblowing, victim of domestic violence, genetic information, or any other status protected by federal, state, or local law in any area, activity or operation of the college. The college also prohibits retaliation against an individual for engaging in activity protected under this policy, and interfering with rights or privileges granted under federal, state, or local laws.

Under college policies, equal opportunity for employment, admission, and participation in the college's programs, services, and activities will be extended to all persons, and the college will promote equal opportunity and treatment through application of its policies and other college efforts designated for that purpose.

Persons having questions or concerns about Title IX, which includes gender-based discrimination, sexual harassment, sexual violence, interpersonal violence, and stalking, contact the Title IX coordinator at 503.365.4723, 4000 Lancaster Dr NE, Salem, OR 97305, or <http://go.chemeketa.edu/titleix>. Individuals may also contact the U.S. Department of Education, Office for Civil Rights (OCR), 810 3rd Avenue #750, Seattle, WA 98104, 206.607.1600.

Equal Employment Opportunity or Affirmative Action should contact the Affirmative Action Officer at 503.399.2537, 4000 Lancaster Dr. NE, Salem, Oregon 97305.

To request this publication in an alternative format, please call 503.399.5192.

MID-WILLAMETTE EDUCATION CONSORTIUM (MVEC) UPDATE

Prepared by

Sheila McCartney, Regional Coordinator—Mid-Willamette Education Consortium (MVEC)
Debbie Johnson, Financial Analyst—Mid-Willamette Education Consortium (MVEC)
Ed Woods, Director—Mid-Willamette Education Consortium (MVEC)
Johnny Mack, Executive Dean—Career and Technical Education
Jim Eustrom, Vice President—Instruction and Student Services/
Campus President, Yamhill Valley

The Mid-Willamette Education Consortium (MVEC) is a regional partnership formed to promote Career and Technical Education (CTE) and extended learning opportunities in Region 3. This consists of Marion, Polk, Yamhill, and Lincoln Counties. The schools in this region are organized into a consortium in order to better meet the needs of all students and to be able to collaborate together and leverage funding to improve the opportunities for all members. Governance for the consortium is through the MVEC Executive Council.

MVEC is comprised of 23 high school districts, two community colleges (Chemeketa and Oregon Coast), the Willamette Education Service District (WESD), which operates schools at MacLaren Youth Correction Facility and the Oregon School for the Deaf. Most recently, MVEC has added Career Technical Charter School and hopes to add Winema High School. In addition, MVEC works with a variety of business and industry partners in the region and plays a strategic role with Oregon Association for Career and Technical Education (ACTE) Inc., and Oregon Career Information System (CIS).

Minutes
January 17, 2018

CHEMEKETA COMMUNITY COLLEGE

**BOARD OF EDUCATION
MEETING MINUTES**

December 20, 2017

I. A. EXECUTIVE SESSION

Executive Session called to order at 4:34 pm in the Board dining room, Building 2, Room 172, on the Salem Campus. Executive Session was held in accordance with ORS 192.660(2)(d) negotiations.

Members in Attendance: Ed Dodson; Betsy Earls (arrived at 5:05 pm); Jackie Franke; Ken Hector, Chair; Neva Hutchinson, Vice-Chair; Ron Pittman; and Diane Watson.

College Administrators in Attendance: Julie Huckestein, President/Chief Executive Officer; Jim Eustrom, Vice President, Instruction and Student Services/Campus President, Yamhill Valley Campus; and Greg Harris, Director, Marketing, Public Relations, and Student Recruitment.

Executive Session ended at 4:55 pm.

II. B. ADMINISTRATION UPDATES

The following updates were shared or discussed with the board: the Board Work Session/ Budget Committee Orientation on January 24; district high school board visits; board calendar preview; Art for Everyone book; Marion County Circuit Court; tuition; Regional Solutions request; new program development; and board agenda preview.

A recess was taken at 5:20 pm.

III. REGULAR SESSION

A. CALL TO ORDER

Ken Hector, Chair, reconvened the board meeting at 5:25 pm. The meeting was held in the Board Room, Building 2, Room 170, at the Salem Campus.

B. PLEDGE OF ALLEGIANCE

Ken Hector led the group in the Pledge of Allegiance.

C. ROLL CALL

Members in Attendance: Ed Dodson; Betsy Earls; Jackie Franke; Ken Hector, Chair; Neva Hutchinson, Vice Chair; Ron Pittman; and Diane Watson.

College Administrators in Attendance: Julie Huckestein, President/Chief Executive Officer; and Jim Eustrom, Vice President, Instruction and Student Services/Campus President, Yamhill Valley.

Minutes
January 17, 2018

Meeting Minutes
Chemeketa Board of Education
December 20, 2017
Page 2

Board Representatives in Attendance: Isaac Acosta, Associated Students of Chemeketa (ASC); Terry Rohse, Chemeketa Classified Association; and Allison Stewart Hull, Chemeketa Exempt Association. Absent: Justus Ballard, Chemeketa Faculty Association.

D. COMMENTS FROM THE AUDIENCE

None

E. APPROVAL OF MINUTES

Diane Watson moved and Jackie Franke seconded a motion to approve the minutes of November 15, 2017.

The motion CARRIED.

F. REPORTS

Reports from the Associations

Isaac Acosta, ASC executive coordinator, said his report stands as written.

Terry Rohse, Chemeketa Classified Association, reported the report stands as written with one addition. Terry reported the Holiday Social not only was fun, but it also benefited many employees. The Classified Association purchased 14 more food cards to the 15 they received so were able to help 29 Classified employees. Terry read a thank you from a staff member thanking them for the food gift card.

Allison Stewart Hull, Chemeketa Exempt Association, said the report stands as written. Allison reported the Exempt Association raised \$217 at the Exempt Association meeting for student scholarships from a raffle for more raffle tickets for the Holiday Social, a wreath, and a Christmas cactus plant. Thanks to Lynn Irvin who came up with the idea that will be repeated next year.

Reports from the College Board of Education

Ed Dodson attended the 5–10 year employee recognition breakfast, the Aspen award celebration, the Mock Trial team celebration, the Holiday Social, and the CASA luncheon. He met with the Oregon Community College Association (OCCA) executive director, Andrea Henderson; attended the OCCA Forum and OCCA Board meeting at Southwest Community College in Coos Bay.

Ron Pittman participated in a phone meeting with the ACCT Pacific region board where policies and procedures were discussed.

Jackie Franke attended the Sip and See event at Eola, the Mock Trial celebration, a Marion County Board of Commissioner's meeting, a Salem City Council meeting, and a Mid-Willamette Valley Council of Governments meeting. Jackie met with Salem-Keizer School District chief financial officer Michael Wolfe, Salem Mayor Chuck Bennett, Woodburn City Administrator Scott Derickson, Salem broker Gladys Blum, and Salem-Keizer Education

Minutes
January 17, 2018

Meeting Minutes
Chemeketa Board of Education
December 20, 2017
Page 3

Foundation past director Krina Lee. Jackie also attended a celebration of life gathering at the Northwest Wine Studies Center. Jackie purchased beautiful pottery from the college Pottery Club and asked that the board be informed of club fund raisers.

Diane Watson attended the Aspen celebration, the Holiday Social, the Friday Chemeketa Night at the Salem Market Holiday Craft fair, and the Salem Chamber/Keizer Rotary annual luncheon.

Neva Hutchinson attended the 5–10 year employee recognition breakfast, Aspen celebration, Mock Trial celebration, a Northwest Innovations Board meeting, the CASA luncheon, and the three-day Salem Holiday Market. Neva thanked the college and the Chemeketa Foundation for working with the Salem Market staff in organizing the Friday Chemeketa Night event. She also thanked the law enforcement cadets for their help with parking; the Chemeketa Choir who provided entertainment; and Student Life workers who helped with ticket sales. Five dollars of the \$8 admission fee went to the Student Relief (student pantry) fund; a total of \$2,400 was donated.

Betsy Earls had no report.

Ken Hector attended the Mock Trial celebration, Oregon Leadership Summit in Portland, three Silverton Chamber of Commerce business group meetings, and a Foundation board meeting and holiday gathering, where the highlight was celebrating Andrew Bone's retirement and the announcement of the Andrew Bone scholarship where over \$10,000 was raised.

Reports from the Administration

Jim Eustrom sadly reported the passing of Reine Thomas, who was dean of the Dallas Center and had also worked at Portland Community College and Columbia Gorge Community College. Jim introduced Jessica "Jess" Stahl, the new dean of Curriculum, Instruction, and Accreditation, who was in the audience.

INFORMATION

Presentation of 2016–2017 Audit Report

Julie Huckestein thanked Katie Bunch, fiscal and audit manager, and all the staff in Business Services, the Budget Office, and Financial Aid who helped gather information for the audit report. Katie recognized accounting staff Anne Marie Swearingen, Nancy Espinosa, and Andrea Schamp, who were in the audience.

Kenneth Kuhns referred to page 11 of the audit report and briefly reviewed a few sections of the Independent Auditor's Report. He explained the college has the responsibility to keep the records from which the financial statements are prepared, and auditors have the responsibility to audit the financial statements and determine whether the information within those statements is accurate and fairly presented. He noted the records were well

Minutes
January 17, 2018

Meeting Minutes
Chemeketa Board of Education
December 20, 2017
Page 4

maintained, very clean, and there were no audit adjustments made to the records before being incorporated into the financial statements.

Auditors follow generally accepted auditing standards and governmental accounting standards in performing the audit and go through numerous procedures and steps to verify and challenge financial information included in the audit report. Referring to page 12, Kenneth Kuhns read the Opinion statement. Based on the audit and the report of the foundation auditors, the financial statements were presented fairly and in all material respects. It was a clean opinion, an unmodified opinion, which is the best opinion that an entity can receive, and the opinion that was earned on the financial statements that were presented for the audit.

Referring to page 105, the Independent Auditor's Report on the Internal Control Over Financial Reporting and on Compliance and Other Matters Based on an Audit of the Financial Statements, Ken explained that on an entity-wide basis, auditors looked at and tested internal controls and did not find any exceptions, which indicated internal controls are working properly.

Because the college received a large amount of federal funding, the audit was also prepared in accordance with government accounting standards. Referring to page 102–103, Schedule of Expenditure of Federal Awards, the college received \$40,550,938 of federal funds during the last fiscal year. Auditors are required to do a single audit on federal funds. Auditors reviewed and tested compliance with laws and regulations on an entity-wide basis, as well as related to federal programs, and as noted on page 107, no exceptions were found in the compliance with laws and regulations in the college's internal controls, so a clean opinion was issued.

Referring to the last two pages, 112–113, Independent Auditor's Comments Required by Oregon State Regulations, auditors found no areas of non-compliance in the deposit of public funds with financial institutions, indebtedness limitations, budgets, insurance and fidelity bonds, programs funded from outside sources, investments of surplus funds, or public contracts and purchasing. In closing, again, the college has earned a clean opinion. Ken commended the college and staff for the excellent job in putting together the financial statements and preparing for the audit.

Jackie Franke asked for clarification on page 105 in the Independent Auditor's Report on Internal Control. The second paragraph says "Accordingly we do not express an opinion on the effectiveness of the college's internal controls." Kenneth Kuhns explained that it is the auditors' responsibility to give an opinion on the fairness and accuracy of financial statements, not the internal control structure of the organization. However, if internal controls were not working effectively in connection to producing quality financial statements, this would be addressed in the audit report.

Kenneth Kuhns was thanked for presenting the audit report for 2016–2017.

Minutes
January 17, 2018

Meeting Minutes
Chemeketa Board of Education
December 20, 2017
Page 5

College Policies #3150, Exempt Supervisory Employees: Definition; #6220, Surplus Property; #6240, Inventory; and #6410, Legal Services

Rebecca Hillyer presented four policies that were reviewed by the President's Advisory Council. Board action will be requested in January.

Academic Calendar for 2018–2019

Jim Eustrom reported the written report summarizes the terms and holidays for the 2018–2019 academic calendar. Jim noted that Fall Kickoff day will, again, be on Tuesday (September 11), instead of Monday to allow returning faculty and employees a day to get settled in and to allow staff to set-up for kick-off on Monday instead of having to come in on Sunday; and the fall/winter break will again be a four-week break. The academic calendar will be brought back next month for board approval.

2016–2017 Financial Aid and Veterans Services Update

Ryan West, dean of Financial Aid, said his report stands as written. He reported some positive trends in financial aid including a huge decline in student loan volume which means fewer students are taking out loans. This will result in a more stable financial future for those who graduate. This is the second year of the Oregon Promise and colleges are working with the Office of Student Access and Completion (OSAC) to make the Oregon Promise program a more predictable, stable program for future years. Also, the Reauthorization of Higher Education Act will be interesting for community colleges.

Ron Pittman asked if the Oregon Promise has an impact on the smaller student loan amounts. Ryan said he believed so based on the increase of students coming to the college directly from high school to take advantage of the Oregon Promise. Even though the dollar amounts are not large, there is a psychological shift of free community college tuition. Between the Oregon Promise, Pell, and the Opportunity grants, students have more than enough to pay for tuition and fees plus textbooks so student loans are not necessarily needed.

Ryan introduced Jon Terrazas, veterans' service coordinator. Jon has been working on a number of grants. One grant that was just received will fund a new veterans' resource center that will be located in Building 2, next to the counseling and advising center, to replace the one-room veterans' lounge. Neva Hutchinson asked if student veteran numbers are growing or declining. Jon replied he is seeing the same amount of decrease that the college is experiencing.

2017–2018 Faculty Sabbatical Leave Recommendation

Sabbatical Review Committee member, R. Taylor, reported on behalf of the committee. The committee recommended that both Laura Scott, Developmental Writing, and Beth Hale, eLearn Technical Support, be granted one-term sabbatical leaves during spring term 2018. A summary of the sabbatical projects were shared and detailed descriptions were in the written report. Board action will be requested at the January board meeting.

Minutes
January 17, 2018

Meeting Minutes
Chemeketa Board of Education
December 20, 2017
Page 6

Statement of Budget Principles for 2018–2019

Miriam Scharer reported the Budget Principles and Financial Environment for the 2018–2019 Fiscal Year was reviewed and revised by Executive Team and the President's Advisory Council. Miriam briefly reviewed the five budget principles; and the key factors in resources and expenses that affect the general fund resource base for next year's budget. Miriam noted the legislature appropriated \$570 million to community colleges for the 2017–2019 biennium, which is a 3.7 percent increase from the previous biennium. The budget principles were shared with the board as information only.

H. STANDARD REPORTS

Personnel Report

Julie Huckestein said the report stands as written.

Budget Status Report

Miriam Scharer referred to the Statement of Resources and Expenditures and noted the Fund Balance of \$9,039,874, which was reflected on page 55 of the audit report. Also reflected were some tuition and fees for winter term, additional property taxes, and a state payment. There was nothing significant to report in the Budget Status Report or the Statement of Investments.

Purchasing Report

Miriam Scharer reviewed the Request for Qualification (RFQ) for Site Planning and Facility Design for the Agricultural Complex on the Salem Campus, which will be advertised in the coming months. This is a qualifications-based award according to statute. Once the most qualified proposal is selected, then the college can begin the negotiation process. A recommendation for contract award will be made at the February board meeting.

Miriam drew attention to the contract award for the athletic field construction (softball and soccer) that is an action item on the consent calendar. Green Thumb Landscape & Maintenance, Inc., in Salem was awarded the contract for \$413,264 with two contingent \$10,000 performance incentive payments for early completion of the hydroseeding portion of the project and contingent upon protests, if any, from unsuccessful bidders.

Capital Projects Report

Rory Alvarez said the report stands as written.

Recognition Report

Julie Huckestein acknowledged all the employees in the written report.

I. SEPARATE ACTION

Approval of Resolution Nos. 17-18-15 and 17-18-15abcdef Banking Resolutions Designating Depository

Miriam Scharer reported these six resolutions are needed due to the retirement of Andrew Bone and the appointment of David Hallett as the new vice president of Governance and

Minutes
January 17, 2018

Meeting Minutes
Chemeketa Board of Education
December 20, 2017
Page 7

Administration. The college is required to change the signatories at the banks, and this change is effective January 1, 2018.

Neva Hutchinson moved and Ron Pittman seconded a motion to approve Resolution Nos. 17-18-15, Banking Resolutions Designating Depository and 17-18-15 a, US Bank; 17-18-15b, City National Bank; 17-18-15c, Marion and Polk Schools Credit Union; 17-18-15d, US Bank Corporate Trust Services; 17-18-15e, Wells Fargo; and 17-18-15f, Bank of America.

The motion CARRIED.

Approval of Retirement Resolutions No. 17-18-14, Robin M. Bischof

Neva Hutchinson read the retirement resolution for Robin M. Bischof.

Diane Watson moved and Betsy Earls seconded a motion to approve Retirement Resolution No. 17-18-14 for Robin M. Bischof.

The motion CARRIED.

J. ACTION

Ron Pittman moved and Jackie Franke seconded a motion to approve action item Nos. 1–4.

1. Approval of Advisory Committees for 2017–2018
2. Approval of College Policies #6270, Site, Building, and Room Identification; #6280, Gifts and Donations; #6510, Insurance (Risk Management); and #7010, Community Services
3. Approval of Contract Award for Athletic Fields Construction (Softball and Soccer)
4. Acceptance of 2016–2017 Audit Report

The motion CARRIED.

K. APPENDICES

College mission, vision, core themes, and values; campus and district maps.

L. FUTURE AGENDA ITEMS

None were heard.

M. BOARD OPERATIONS

None were heard.

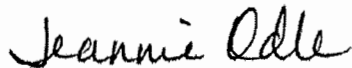
N. ADJOURNMENT

The meeting adjourned at 6:15 pm.

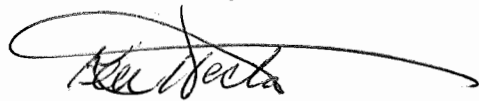
Minutes
January 17, 2018

Meeting Minutes
Chemeketa Board of Education
December 20, 2017
Page 8

Respectfully submitted,



Board Secretary



Board Chair



President/Chief Executive Officer

Date 1/17/18

ASSOCIATED STUDENTS OF CHEMEKETA (ASC)

Prepared by

Isaac Acosta, ASC Executive Coordinator

ASC PAST EVENTS

Holiday Harvest Day of Service

- On December 1, from 9:30 am–12 pm the Holiday Harvest Day of Service took place in the Building 2, Student Center, to educate students about the Marion-Polk Food Share and the issues surrounding food insecurity in the community.

Night Strike

- Night Strike is coordinated by Sara Vega (Community Engagement Coordinator) and Jerry Clark. Volunteers met on December 7, in Building 2, Room 178 at 5 pm and ate lunch before going to the Portland area and provided different needs for the homeless.

ASC CURRENT EVENTS

Night Strike

- Night Strike is coordinated by Sara Vega (Community Engagement Coordinator) and Jerry Clark. Volunteers will meet on January 18, in Building 2, Room 178 at 5 pm and eat lunch before going to the Portland area to provide different needs for the homeless.

Food for Thought

- The Food for Thought event is on January 31, 12–2 pm in the Student Center in Building 2. The topic that will be discussed is still undetermined at this time and is being organized by Marissa Hall (Political Engagement) and Anthony Rosario (Legislative Coordinator).

ASC FUTURE EVENTS

Student Club Officer Training and Council of Clubs

- These two events will be combined and occur on February 2, from 12:30–4:30 pm. Club representatives will meet with the Student Club Coordinator for an orientation for new clubs and the training of club officers.

Blood Drive

- The Blood Drive is February 7–8, and is coordinated by Sara Vega. The blood drive will be held in Building 8, Room 201.

Night Strike

- The February Night Strike is on February 8, and is coordinated by Sara Vega and Jerry Clark. The volunteers will meet in Room 178 in Building 2 at 5 pm to go to Portland and will arrive back at Chemeketa around 10 pm.

Report-1a
January 17, 2018

Washington/Oregon Higher Education Sustainability Conference

- The Sustainability Conference is in Portland, Oregon, at Portland State University from February 6–8. Sustainability Coordinator Christina Flinn and Community Service Coordinator Sara Vega will attend the conference to obtain information on how to make the Chemeketa Campus more sustainable along with additional community service opportunities.

MULTICULTURAL STUDENT SERVICES (MSS)

Study Nights

- MSS provides study nights every Monday, Tuesday, and Wednesday from 5–8 pm in Building 2, Multicultural Center. Here, students can seek help in writing and math while enjoying refreshments.

CHEMEKETA COMMUNITY COLLEGE FACULTY ASSOCIATION (CFA)

Prepared by

Justus Ballard, President—Chemeketa Faculty Association

DECLINING ENROLLMENT

The college is moving towards requiring all departments and programs to complete an annual schedule. Some programs have been doing this for quite a while, but this process will now be adopted college-wide. The annual schedule is essentially a map of every course the college will offer in an academic year, complete with days, times, and delivery methods (such as online, hybrid, or face-to-face). An annual schedule can be quite useful to motivated students, as they will be able to plan an entire year's worth of courses.

An annual schedule is also useful for faculty. Full-time faculty can know their schedules well in advance, which helps to plan and schedule their other college commitments (such as committee work). Part-time faculty can be offered a year's worth of classes, which is helpful in creating a sense of stability, security, and continuity.

In times of stable or increasing enrollment, an annual schedule works well for everyone. It provides a baseline of sections offered, and it is easy (for larger programs, at least) to be flexible and responsive to the changing needs of the students. If demand increases for certain courses and decreases for others, sections can be created or swapped in the weeks leading up to the beginning of a term.

In times of declining enrollment, it is more difficult to predict a reasonable baseline number of sections that need to be offered. Perhaps one day an accurate predictive enrollment model will be developed.

Until that beautiful day dawns, the weeks leading up to the beginning of the term during a time of declining enrollment can be an anxious time for faculty. For part-time faculty and full-time faculty teaching overload, the prospect of a course getting cancelled due to low enrollment has a direct effect on their incomes. For full-time faculty who are teaching a low enrolling class as part of their load, a class cancellation leads to "bumping"—in other words, taking over a part-timer's section that has higher enrollment. This is an extremely unpleasant experience for the part-time faculty person, and is slightly less unpleasant for the full-timer who takes over the class, the dean who has to make the decision, and the students who had signed up for the section that was canceled and who must scramble to find another option.

CHEMEKETA COMMUNITY COLLEGE CLASSIFIED EMPLOYEES ASSOCIATION (CCA)

Prepared by

Terry Rohse, President—Chemeketa Community College Classified Employees Association
Mary Schroeder, External Vice President—Chemeketa Community College Classified
Employees Association

Gail Williams Pickett, Director of Public Relations—Chemeketa Community College
Classified Employees Association

IN THE SPIRIT OF THE SEASON

In December 2017, CCA members distributed 29 grocery gift cards to 22 CCA members and 7 part-time hourly staff in need. Funding for the grocery gift cards came from the Chemeketa Holiday Social and the CCA Emergency Fund, which received \$456 in December donations.

The situations that these Chemeketa co-workers face include death of spouses, partners or children, single parenthood, serious illnesses of partners or self, near-homelessness and low wage jobs, which make it difficult to respond to emergencies.

CHEMEKETA COMMUNITY COLLEGE EXEMPT ASSOCIATION

Prepared by

Lynn Irvin, Secretary—Chemeketa Community College Exempt Association
Allison Stewart Hull, President—Chemeketa Community College Exempt Association

The association gave \$500 to help fund the Holiday Social breakfast held on December 7. Holly Cook, Adam Mennig, Nette Abderhalden, Karen Alexander, Dee Dixon, Gloria Phipps, Rebecca Hillyer and Lynn Irvin collectively volunteered as part of the committee to help plan, organize, decorate, execute and clean up the event held for all employees of the college.

2018–2019 PROPOSED BUDGET CALENDAR

Prepared by

Rich McDonald, Director—Budget and Finance
Miriam Scharer, Associate Vice President—CSSD/Financial Management
Julie Huckestein, President/Chief Executive Officer

The tentative schedule for the development and approval of the 2017–2018 budget is attached. Budget committee meetings are scheduled in April.

The calendar, with any modifications from this board meeting, will be presented for adoption at the February board meeting.

Information-1
January 17, 2018

CHEMEKETA COMMUNITY COLLEGE
2018–2019 BUDGET CALENDAR

January 17, 2018	Board reviews budget calendar
February 21, 2018	Board approves budget calendar Board adopts resolution setting Budget Committee meeting dates
March 12, 2018– April 6, 2018	Publish legal notices of Budget Committee meetings
April 11, 2018 (6 pm)	Budget Committee meeting: Committee charge Election of Officers President's message Presentation of Budget-General Fund (Location: Salem Campus Board Room)
April 18, 2018 (4:30 pm)	Budget Committee meeting: Presentation of Budget-Other Funds Discussion and approval (Location: Salem Campus Board Room)
April 25, 2018	Optional Budget Committee meeting (Location: Salem Campus Board Room)
April 16, 2018– May 11, 2018	Publish Budget Summary and Notice of Budget Hearing
May 16, 2018 (7 pm)	Public Hearing on the Budget (Location: Salem Campus Board Room)
June 20, 2018	Board adopts the Budget Resolution Board declares Budget Committee vacancies (Location: Salem Campus Board Room)
July 15, 2018	Certify tax levy with county assessor

PROPOSED STUDENT TUITION FOR 2018–2019

Prepared by

Miriam Scharer, Associate Vice President—CSSD/Financial Management
Jim Eustrom, Vice President—Instruction and Student Services/
Campus President, Yamhill Valley
Julie Huckestein, President/Chief Executive Officer

Each year the college reviews student tuition as part of the budget development process and the tuition recommendation is first brought to the board in January. In preparing the recommendation the college balances the need for revenue to maintain levels of service with student access and enrollment priorities. The core theme of student success continues to focus the college to support initiatives, strategies, programs and operations that will positively impact targets for completion and student success.

As the college administration formulates a tuition recommendation, the college must consider the financial position and factors such as the state appropriation to community colleges through the Community College Support Fund, enrollment trends, college costs and unfunded mandates.

While the state appropriation for the 2017–2019 biennium of slightly over \$570 million was the highest in record, the college is in its fifth year of enrollment declines with an anticipated further decline next year. With this continued trend, the college will approximate the same level of enrollment as in fiscal year 2005–2006 equating to a 28 percent decline since the peak enrollment levels of 2010–2011. The college expects further expenditure increases due to rising employee costs including the Public Employee Retirement System (PERS) rate increases and other unfunded mandates such as the State's pay equity law, minimum wage increases, etc.

Chemeketa's current tuition rate is \$84 per credit hour for in-state students. Tuition for out-of-state and international students is \$246 per credit hour. The current universal fee rates are \$15 per credit hour on credit courses and \$0.30 per billing hour on non-credit courses. These rates were approved for this year following a period of no increases in the prior four years; though the universal fee on non-credit courses has not been increased since its inception.

After a review of the college's projected financial position for this year (2017–2018) and next (2018–2019) the administration is asking the board to consider the following increases:

Tuition increase of \$3 per credit to \$87 per credit

Universal fee (credit courses) increase of \$3 per credit to \$18 per credit

Universal fee (non-credit courses) increase of \$0.10 per billing hour to \$0.40 per billing hour

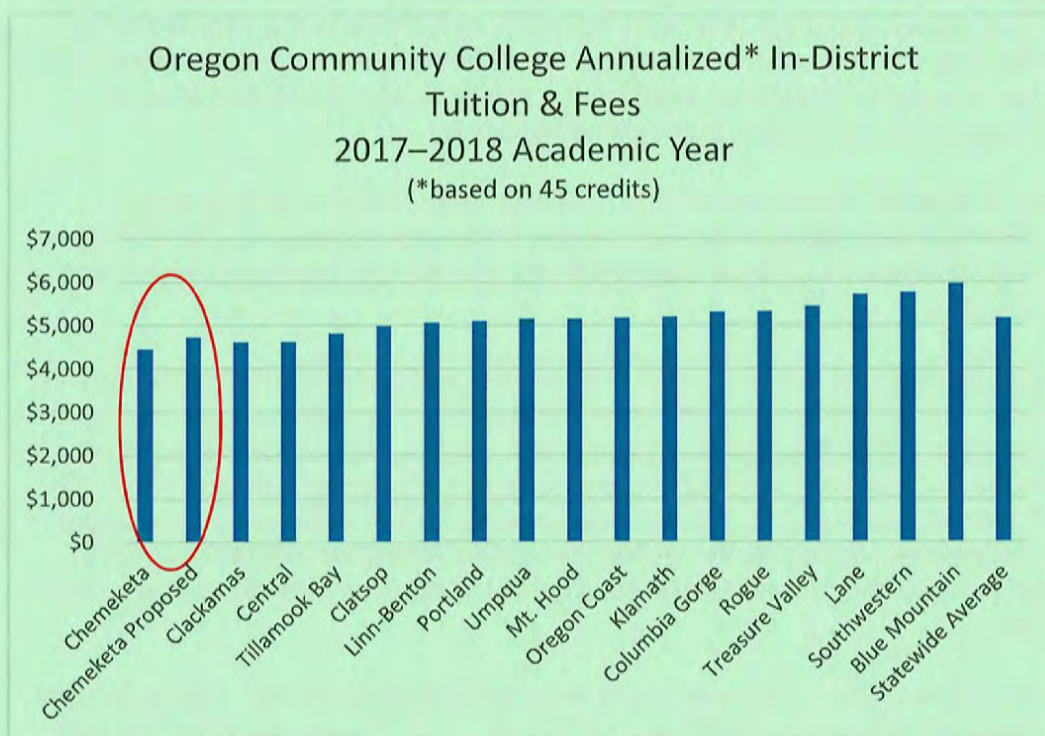
Out-of-state and international tuition increase of \$6 to \$252

Rate	Current (2017–2018 rate)	Increase	Proposed
Tuition	\$84	\$3	\$87
Universal Fee (credit courses)	\$15	\$3	\$18

Information-2
January 17, 2018

Universal Fee (non-credit courses)	\$0.30 per billing hour	\$0.10 per billing hour	\$0.40 per billing hour
Out-of-State and International Tuition	\$246	\$6	\$252

The college's current annualized in-district tuition and universal fee rate of \$4,455 is the lowest among the 17 community colleges based on current year rates.



The increase under consideration (\$6 per credit) will place Chemeketa as the third lowest rate (at \$4,725) among the 17 community colleges based on current year rates. This rate remains below the tuition setting guidelines established by the board which guides the college to target increases that place Chemeketa in the middle-third of all community colleges.

Maintaining tuition at the lowest rate possible is advantageous to students but entails some risk in our long term financial planning. An increase of \$6 per credit hour would help the college maintain current service levels and offset increasing costs. Future tuition increases may be a necessary component of the college's financial planning strategy.

Next month the administration will make a recommendation based on the board's discussion tonight. Official action will be requested at the February board meeting.

STRATEGIC PLAN

Prepared by

Julie Peters, Director—Planning and Lean Development
David Hallett, Vice President—Governance and Administration
Julie Huckestein, President/Chief Executive Officer

The strategic planning process makes connections between the college's core themes, indicators and measures, unit plans, and budgets. It has been designed to align college initiatives toward mission fulfillment, track success, and provides avenues for continuous improvement over a seven-year period. An overview of the 2017–2018 Strategic Plan (covering 2015–2022) will be shared.

ANESTHESIA TECHNOLOGY ASSOCIATE OF APPLIED SCIENCE DEGREE

Prepared by

Paula Hendrix, Academic Coordinator—Health Sciences
Sandi Kellogg, Dean—Health Sciences
Johnny Mack, Executive Dean—Career and Technical Education
Jim Eustrom, Vice President—Instruction and Student Services/
Campus President, Yamhill Valley

The proposed Anesthesia Technology Associate of Applied Sciences (AAS) degree focuses on the student to become a member of the surgical anesthesia team who will directly support the nurse anesthetist and/or anesthesiologist. Chemeketa's Anesthesia Technology program prepares graduates for entry-level positions in the health care industry. The Anesthesia Technologist works in the surgical areas for major hospitals as well as local surgical centers.

Chemeketa continues to listen to community and employer feedback on training needed for high demand/family wage jobs in our community. The research and development of the Anesthesia Technology program came from a request from Salem Health. Further research done by the Health Science department revealed that there are only ten programs offering this degree in the nation. The nearest programs to Chemeketa are Renton Technical College in Renton, Washington, and Kaiser Permanente program located in Pasadena, California.

Chemeketa will seek accreditation through the Commission on Accreditation of Allied Health Education Programs (CAAHEP), as well as the approval process through the American Society of Anesthesia Technologists and Technicians (ASATT).

The development of this program also connects to several of Chemeketa's core values such as: collaboration, innovation, and stewardship. Working with local employers in the development of the curriculum, research of facilities, and potential donated equipment has proven that there is a high need and the community is invested in creating a program that can be supported. This program will allow students to gain knowledge in an area that is in high demand, provides family wage jobs, and has considerable amount of career and educational advancement opportunities.

The College Board of Education will be asked to approve the Anesthesia Technology Associate of Applied Science degree at the February meeting.

ANESTHESIA TECHNOLOGY ASSOCIATE OF APPLIED SCIENCE DEGREE

Course No.	Course Title	Credit Hours
Prerequisite Courses:		
WR 121	The College Essay	4
MTH 95 or 98	Intermediate Algebra or Quantitative Literacy	4
BI 231, 232, 233, & 234	Human Anatomy and Physiology series, Microbiology	16
HM 120 & 121*	Medical Terminology 1 & 2	7
Elective*	Elective	3
	Total	34
Term 1		
AT 1XX	Introduction to Anesthesia Technology	2
AT 1XX	Operating Room Environment	4
AT 1XX	Anesthesia Technology Lab I	3
PHM 2XX	PHM Drug Classifications	3
	Total	12
Term 2		
AT 1XX	Pharmacology I	3
AT 1XX	EKG Analysis	2
AT 1XX	Law and Ethics for Anesthesiology	3
AT 1XX	Anesthesia Technology Lab II	4
	Total	12
Term 3		
AT 1XX	Advanced Cardiac Life Support & Pediatric Life Support	4
AT 1XX	Anesthesia Equipment: Principles & Applications I	4
AT 1XX	Anesthesia Technology Lab III	4
	Total	12
Term 4		
AT 2XX	Anesthesia Technology Lab IV	4
AT 2XX	Anesthesia Technology Clinical Practicum I	4
PSY 201	Psychology: Mind and Body	4
	Total	12
Term 5		
AT 2XX	Anesthesia Technology Lab V	3
AT 2XX	Anesthesia Technology Lab VI	3
AT 2XX	Anesthesia Technology Clinical Practicum II	6
	Total	12
Term 6		
AT 2XX	Certification Exam Prep	3
AT 2XX	Anesthesia Technology Clinical Practicum III	9
	Total	12
	Total program hours:	106

PERSONNEL REPORT

Prepared by

Alice Sprague, Director—Human Resources
David Hallett, Vice President—Governance and Administration

NEW HIRES AND NEW POSITIONS

Roxanna Glang, Instructor-Psychology—Liberal Arts and Social Sciences, General Education and Transfer Studies Division, temporary replacement, 100 percent, 180-day annualized assignment, Range F-9, Step 5.

Jared M. Short, Instructor-Communication—Liberal Arts and Social Sciences, General Education and Transfer Studies Division, temporary replacement, 100 percent, 180-day annualized assignment, Range F-9, Step 4.

POSITION CHANGES

C. “Jason” Bellerive, Maintenance/Trades Technician II—Capital Projects and Facilities, College Support Services Division, replacement, 100 percent, Range B-2 Step 3, from Maintenance/Trades Technician I— Capital Projects and Facilities, College Support Services Division.

Jennifer F. Rowe, Coordinator-StEPS Grant—Student Retention and College Life, Student Development and Learning Resources Division, limited duration assignment, 100 percent, Range C-2, Step 3, from Student Services Specialist—Student Retention and College Life, Student Development and Learning Resources Division.

SEPARATIONS

Dominic W. Annen, Student Services Technician—Enrollment Services, College Support Services Division, effective December 21, 2017.

Harry L. Barnett, II, Instructional Technician-10 month—High School Partnerships, Academic Progress and Regional Education Services Division, effective December 18, 2017.

Zackary A. Delgado, Technology Support Specialist—Information Technology, College Support Services Division, effective December 29, 2017.

Shannon R. Kelley, Instructor-Media—Liberal Arts and Social Sciences, General Education and Transfer Studies Division, effective December 11, 2017.

Reilly D. Leaton, Technology Support Specialist—Information Technology, College Support Services Division, effective December 15, 2017.

BUDGET STATUS REPORT

Prepared by

Katie Bunch, Director—Business Services
Rich McDonald, Director—Budget and Finance
Miriam Scharer, Associate Vice President—CSSD/Financial Management
Julie Huckestein, President/Chief Executive Officer

The financial reports of the general fund and investments for the period from July 1, 2017, through December 31, 2017, are attached.

The following items are included in the report:

- General Fund Statement of Resources and Expenditures
- General Fund Budget Status Report
- Quarterly Update of Other Funds
- Status of Investments as of December 31, 2017

Chemeketa Community College
Statement of Resources and Expenditures
As of December 31, 2017

Fund 100000 - General Fund Unrestricted

	ADJUSTED BUDGET	YEAR-TO-DATE ACTUAL	% OF BUDGET	VARIANCE TO BUDGET
Resources:				
Property Taxes	20,690,000	19,724,710	95.33%	(965,290)
Tuition and Fees	20,950,000	14,351,611	68.50%	(6,598,389)
State Appropriations - Current	31,080,000	24,435,397	78.62%	(6,644,603)
Indirect Recovery	1,910,000	763,345	39.97%	(1,146,655)
Interest	230,000	187,212	81.40%	(42,788)
Miscellaneous Revenue	180,000	243,507	135.28%	63,507
Transfers In	500,000	-	0.00%	(500,000)
Fund Balance	8,800,000	9,039,874	102.73%	239,874
Total Resources	84,340,000	68,745,656	81.51%	(15,594,344)
Expenditures:				
Instruction	32,842,257	13,950,749	42.48%	18,891,508
Instructional Support	11,609,740	5,537,998	47.70%	6,071,742
Student Services	7,459,757	3,519,631	47.18%	3,940,126
College Support Services	15,668,307	7,750,923	49.47%	7,917,384
Plant Operation and Maintenance	6,609,939	2,938,978	44.46%	3,670,961
Transfers and Contingency	8,650,000	2,227,640	25.75%	6,422,360
Total Expenditures	82,840,000	35,925,919	43.37%	46,914,081
Unappropriated Ending Fund Balance	1,500,000			

Chemeketa Community College
Budget Status Report
As of December 31, 2017

Fund 100000 - General Fund Unrestricted

Account	Account Description	Adjusted Budget	YTD Activity	Encumbrances	Available Balance
6110	Exempt Salaries	7,851,586.00	3,750,574.27	3,682,174.44	418,837.29
6120	Classified Salaries	11,362,258.00	5,522,338.86	5,489,842.62	350,076.52
6124	Part-Time Hourly & Student Wages	1,286,540.00	610,998.10	-	675,541.90
6130	Faculty Salaries	15,303,163.00	6,475,712.85	7,665,751.66	1,161,698.49
6132	Part-Time Faculty	6,398,018.00	2,890,487.72	-	3,507,530.28
6510	Fixed Fringe Benefits	9,264,751.00	4,278,645.01	-	4,986,105.99
6511	Variable Fringe Benefits	12,765,702.00	5,536,541.96	-	7,229,160.04
6512	Other Fringe Benefits	380,000.00	194,017.00	-	185,983.00
Subtotal Personnel Services		64,612,018.00	29,259,315.77	16,837,768.72	18,514,933.51
					45.28%

Account	Account Description	Adjusted Budget	YTD Activity	Encumbrances	Available Balance
710	Materials & Services	1,863,489.00	528,403.19	-	1,335,085.81
720	Equipment \$500-\$4,999	264,725.00	73,653.50	-	191,071.50
7300	Legal Services	115,094.00	15,299.40	41,475.00	58,319.60
7310	Insurance	619,080.00	492,804.18	-	126,275.82
7320	Maintenance	536,145.00	209,086.06	74,395.39	252,663.55
7330	Communications	907,501.00	393,575.94	-	513,925.06
7340	Space Costs	1,850,252.00	617,653.40	21,785.00	1,210,813.60
7350	Staff Development	108,347.00	100,523.37	-	7,823.63
7360	Travel	348,457.00	150,510.42	-	197,946.58
7370	Other Services	2,806,490.00	1,743,370.78	181,452.23	881,666.99
7550	Capital Outlay	158,402.00	114,083.28	-	44,318.72
8150	Transfers Out	4,900,000.00	2,227,639.90	-	2,672,360.10
8500	Contingency	3,750,000.00	-	-	3,750,000.00
Subtotal Non-Personnel Services		18,227,982.00	6,666,603.42	319,107.62	11,242,270.96
					36.57%
Report Totals		82,840,000.00	35,925,919.19	17,156,876.34	29,757,204.47
					43.37%

**Chemeketa Community College
Quarterly Update of Other Funds
July 1, 2017–December 31, 2017**

	FUND #	RESOURCES	OBLIGATIONS	BALANCE
Auxiliary Services	680	\$ 6,821,566	\$ 2,378,768	\$ 4,442,798
Self-Supporting Services	2000	20,723,828	12,047,388	8,676,440
Intra-College Services	2800	12,175,871	4,174,917	8,000,954
Student Government, Clubs & Newspaper	7200	185,719	68,992	116,727
Athletics	7500	473,691	329,003	144,688
TOTAL		\$ 40,380,675	\$ 18,999,068	\$ 21,381,607

	FUND #	BUDGET	OBLIGATIONS	BALANCE
Reserve Funds	2650 & 670000	\$ 1,055,000	\$ -	\$ 1,055,000
Regional Library	2600	4,035,000	2,730,677	1,304,323
Capital Development	6000–6500	21,710,000	1,844,796	19,865,204
Student Financial Aid	4200	71,596,500	16,902,884	54,693,616
Special Projects	3000	17,700,000	3,099,387	14,600,613
Debt Service	590	40,885,000	1,735,507	39,149,493
TOTAL		\$ 156,981,500	\$ 26,313,251	\$ 130,668,249

STATUS OF INVESTMENTS AS OF DECEMBER 31, 2017

<u>Oregon State Treasurer Investments</u>	<u>Investment Ending Date</u>	<u>Maturity Date</u>	<u>Amount Invested</u>	<u>Rate as of 12/31/2017</u>
Oregon Short-Term Fund—General	12/31/2017	On demand	\$31,029,711.52	1.62%
Oregon Short-Term Fund—Capital	12/31/2017	On demand	\$ 9,683,065.99	1.62%

13 week Treasuries 1.37% as of 12/31/2017

Oregon Short-Term Fund is managed by the Oregon State Treasurer—also known as LGIP (Local Government Investment Pool).

CAPITAL PROJECTS REPORT

Prepared by

Rory Alvarez, Interim Director—Facilities and Operations
Tim Rogers, Associate Vice President/Chief Information Officer
Julie Huckestein, President/Chief Executive Officer

PLANNING AND PRE-PLANNING CAPITAL PROJECTS

- Yamhill Valley Campus, Building 4, Oregon Kidney and Hypertension Clinic Expansion and Tenant Improvement
This project is also referred to as the “Nephrology Remodel.” Negotiations have been completed with the tenant and construction activities have begun.

PROJECTS UNDER CONSTRUCTION

- Salem Campus Athletics Field
The contractor has mobilized and the project is underway. The final construction schedule remains dependent on weather conditions.

See Appendix–2; Campus Map pages 51–52.

**COLLEGE ADVANCEMENT REPORT
OCTOBER 2017–DECEMBER 2017**

Prepared by

David Hallett, Vice President—Governance and Administration
Julie Huckestein, President/Chief Executive Officer

On the following pages are reports related to current activities for the Grants Office and the Foundation.

**GRANT ACTIVITIES
OCTOBER 2017–DECEMBER 2017**

Prepared by

Peggy Greene, Coordinator—Institutional Grants
David Hallett, Vice President—Governance and Administration
Julie Huckestein, President/Chief Executive Officer

GRANTS SUBMITTED OCTOBER 2017–DECEMBER 2017

Grantor	Department	Description	Amount
Oregon Department of Veterans' Affairs	Veteran Services	The Campus Veterans Resource Center Grant program supports enhancement and expansion of a veteran resource center and programs for student-veterans. New, 18-month grant.	32,429
Oregon Department of Education	Education	To support the design, implementation, and study of Education test preparation and pretesting for students studying to become teachers. New, 1-year	32,650
Total:			\$65,079

GRANTS PENDING NOTIFICATION

Grantor	Department	Description	Amount
National Science Foundation: Advanced Technological Education	Applied Technologies	To support an industry-driven analysis of labor needs, skill gaps, and current curriculum for addressing the need for a manufacturing systems technician education program. New, 3-year grant.	224,924

Standard Report–4
January 17, 2018

GRANTS AWARDED OCTOBER 2017–DECEMBER 2017:

Grantor	Department	Description	Amount
National Association of State Chief Procurement Officials (NASPO)	Management Programs	To support tuition assistance for students in the Procurement Management program. 1-year grant.	5,000
ASPO	Management Programs	To support tuition assistance for students in the Procurement Management program. 1-year grant.	5,000
Instituto de los Mexicanos en el Exterior (IME) Becas (Scholarships)	Chemeketa Foundation	To support student scholarships for participants in the Bilingual Student-Teacher Leaders program. 1-year grant.	9,800
Kisco Foundation	Chemeketa Foundation	To support student Veterans on campus. 1-year grant.	37,500
Oregon Department of Veterans' Affairs	Veteran Services	The Campus Veterans Resource Center Grant program supports enhancement and expansion of a veteran resource center and programs for student-veterans. 18-month grant.	32,429
Department of Health and Human Services, Federal Office of Adolescent health, Oregon Health Authority	Academic Progress and Regional Education Services	To support young parenting students (ages 16-25) with educational opportunities and referrals to wraparound services. New, 1-year sub award grant.	*260,470
Total:			\$350,199

*Grant award corrected to reflect actual, negotiated award in the October report. Original award reported as an estimate of \$150,000.

The grants awarded must be accepted by the board. The above-awarded grants also appear as an action item for board acceptance.

CHEMEKETA COMMUNITY COLLEGE FOUNDATION QUARTERLY REPORT

Prepared by

Nancy Duncan, Executive Director—Foundation
David Hallett, Vice President—Governance and Administration
Julie Huckestein, President/Chief Executive Officer

END OF YEAR SUCCESSES

The Foundation's end-of-year campaign was extremely successful and followed a creative and heartfelt approach. A letter including the picture of a Foundation scholarship recipient's toddler was used and started with the question, "What was your dream growing up?" The Foundation received an end-of-year matching donation of \$10,000 which was included in the letter and also how gifts to the Foundation can help students. The Foundation also partnered with the Salem Saturday Market for the first-ever Friday evening opening of the Salem Holiday Market on December 8. This was the opening night of the three-day Holiday Market which included wine tasting, hors d'oeuvres, and early shopping specials with proceeds going to the Student Relief Fund. Several departments and many students participated in raising over \$2,300 for the Student Relief Fund and \$1,300 for departments that participated.

NEW SCHOLARSHIPS ESTABLISHED

Three new scholarships were established near the end of 2017. The Al MacDonald/LIVE Wine Studies Scholarship was established in honor of long time Vineyard Management instructor Al MacDonald and LIVE. LIVE is a non-profit organization that supports environmentally and socially responsible winegrowing. The Give a Little Homeless Student Scholarship was established by the Give a Little Foundation in support of full-time, first-year students from Yamhill County who have experienced homelessness during their high school years. The Foundation board of directors established the Andrew Bone Guided Pathways Scholarship fund in honor of Andrew for his years of service to the college and foundation. The scholarship will support full-time students who have met with a counselor to begin their guided pathways process leading to successful completion of their educational goals. The Foundation is very grateful for these new scholarships to support deserving Chemeketa students.

CLINT FOUNDATION MATCHING DONATION

For the eighth year in a row, John and Nancy McClintock, founders of the Clint Foundation, continued their annual commitment to their scholarship fund with a \$10,000 matching donation. The Foundation met this match due to many generous donors. Recipients of the Clint Foundation Scholarship must be employed while attending college, maintain passing grades and make a moral commitment to give back to others in the future.

Standard Report-4
January 17, 2018

2018 ESTATE PLANNING SEMINAR

The next Estate Planning Seminar titled, “Baker’s Dozen of Common Estate Planning Mistakes” will be held on February 21, 2018, from 12–1:30 pm at the Chemeketa Center for Business and Industry (CCBI) in Room 115. Seminars are provided by board member and estate planning attorney, Maria Schmidtkofer. Maria receives rave reviews from attendees. Seminars are free, although space is limited and RSVP’s are required.

EMPLOYEE GIVING CAMPAIGN

The Foundation’s fall employee giving drive was a success thanks to the generosity of college employees. A total of fifty college employees participated and were either new donors or increased their monthly donations to support student scholarships or assistance funds. A total of \$8,484 was raised. The Foundation is grateful to all of the Chemeketa employees who support student scholarships and assistance funds.

STARS RECEPTIONS

The Foundation will hold two STARS receptions in 2018: Friday, April 27, 2018, at Broadway Commons in Salem from 3:30–5 pm and Friday, May 11, 2018, at the Yamhill Valley Campus in McMinnville from 3:30–5 pm. The events provide a forum for scholarship recipients to meet and thank Foundation donor(s). The pride and humility on the faces of these young (and sometimes not-so-young) men and women tell a simple but powerful story—one of appreciation for the educational opportunities that are made possible. Donors also share reasons for giving and caring about helping Chemeketa.

FALL TERM ENROLLMENT REPORT

Prepared by

Beth Perlman, Institutional Research Analyst
Fauzi Naas, Director—Institutional Research
David Hallett, Vice President—Governance and Administration

Items included in this report:

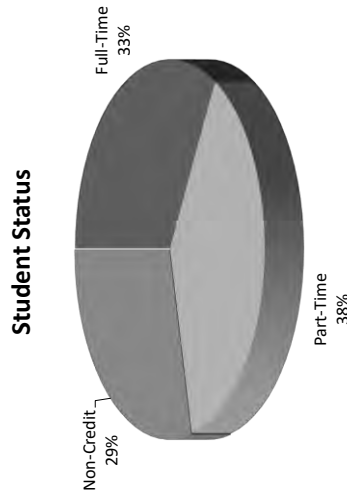
- Student, FTE and Enrollment Profile
- Fall Term Enrollment vs. Prior Years
- Fall Term Cumulative Enrollment

Fall 2017
Student, FTE and Enrollment Profile
All Locations

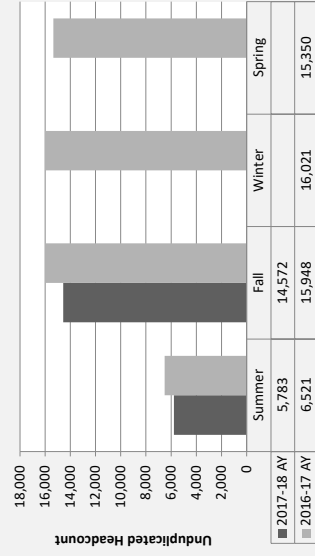
Fall 2017
STUDENTS (unduplicated headcount)

Total Students
14,572

Full-Time	Part-Time	Non-Credit
4,791	5,600	4,181
32.9%	38.4%	28.7%



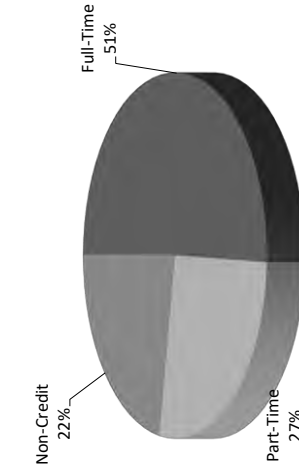
Total Student Headcount



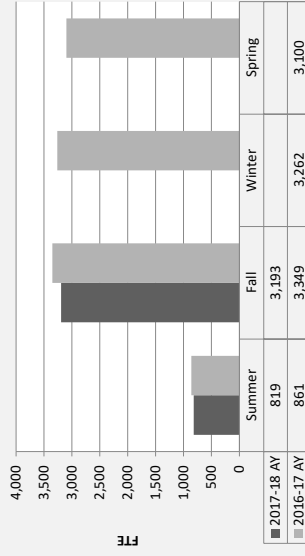
FTE

Total FTE
3,193

Full-Time	Part-Time	Non-Credit
1,616	866	711
50.6%	27.1%	22.3%



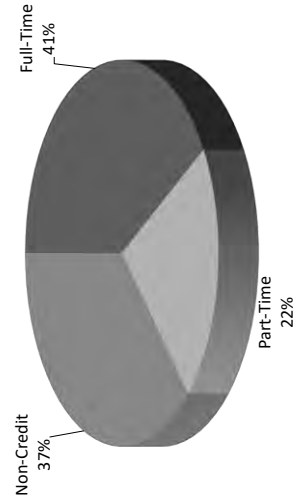
Total FTE



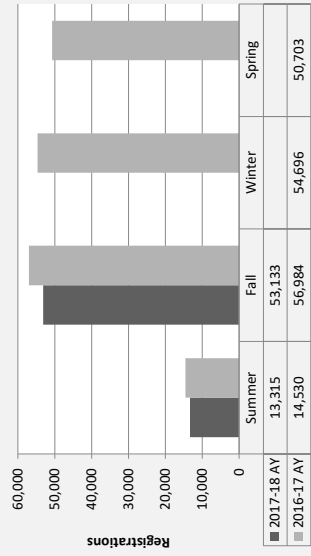
ENROLLMENTS (duplicated headcount)

Total Enrollments
53,133

Full-Time	Part-Time	Non-Credit
21,803	11,631	19,699
41.0%	21.9%	37.1%

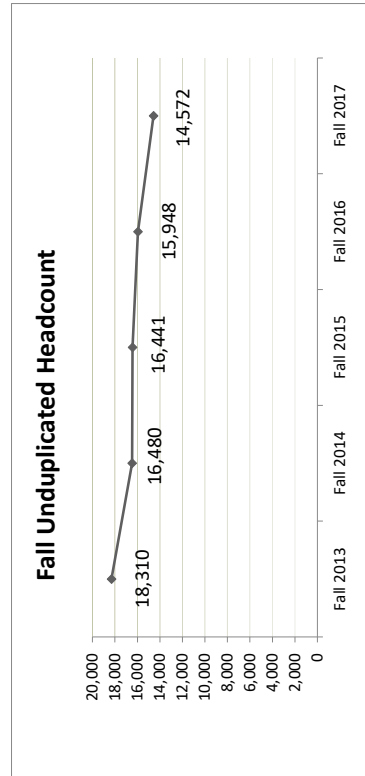
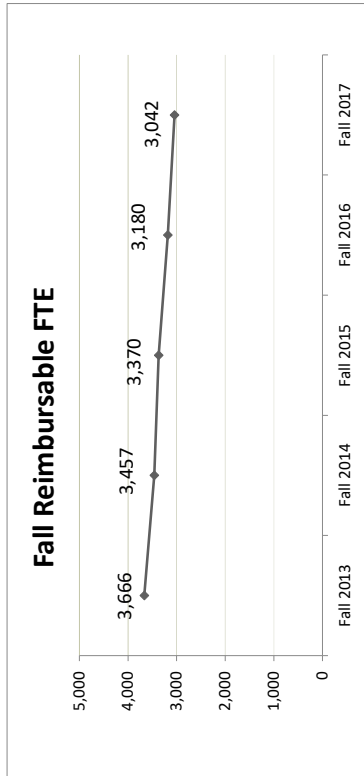


Total Enrollments



Fall 2017
Student, FTE and Enrollment Profile
All Locations

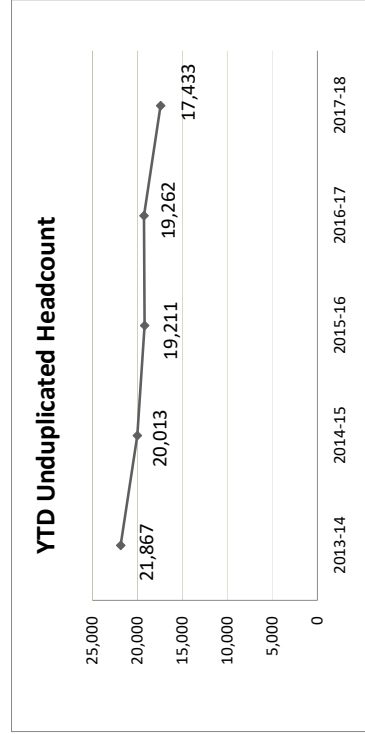
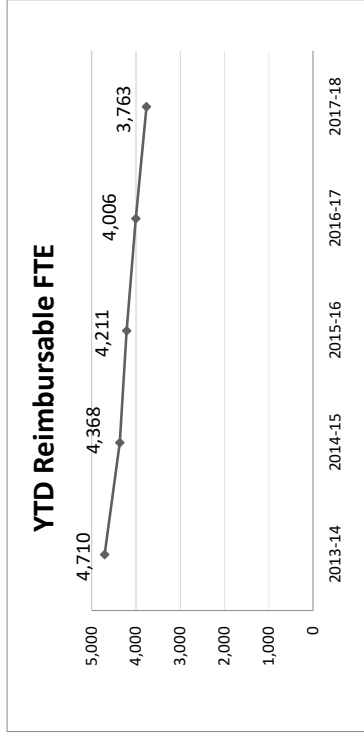
Fall-to-Fall Comparison			
Fall Term FTE and Headcount	Fall 2016	Fall 2017	% Change
Reimbursable FTE	3,180	3,042	-4.3%
Non-Reimbursable FTE	169	151	-10.7%
Total FTE	3,349	3,193	-4.7%
Unduplicated Headcount	15,948	14,572	-8.6%



Rate of Change from Fall to Fall					
	2013 to 2014	2014 to 2015	2015 to 2016	2016 to 2017	
Change in Reimbursable FTE	↓ -5.7%	↑ -2.5%	↓ -5.6%	↓ -4.3%	
Change in Unduplicated HC	↓ -10.0%	↑ -0.2%	↑ -3.0%	↓ -8.6%	

* A horizontal arrow indicates that change was flat (within three percent).

Year-to-Date			
Year-to-Date FTE and Headcount	2015-16	2016-17	% Change
YTD Reimbursable FTE	4,006	3,763	-6.1%
YTD Non-Reimbursable FTE	205	249	21.7%
YTD Total FTE	4,210	4,012	-4.7%
YTD Unduplicated Headcount	19,262	17,433	-9.5%



Rate of Change YTD to YTD					
	2012-13 to 2013-14	2013-14 to 2014-15	2014-15 to 2015-16	2015-16 to 2016-17	
Change in YTD Reimbursable FTE	↓ -7.3%	↓ -3.6%	↓ -4.9%	↓ -6.1%	
Change in YTD Unduplicated HC	↓ -8.5%	↓ -4.0%	↑ 0.3%	↓ -9.5%	

RECOGNITION REPORT

Prepared by

Julie Huckestein, President/Chief Executive Officer

I would like to recognize the following for recent contributions to Chemeketa and to their professions.

Thanks to LEANNA CRAWFORD, English/Writing instructor, for organizing and promoting this year's Soapbox Poetry and to the following faculty and staff who participated in the fall term Soapbox Poetry readings: JIM EUSTROM, STEVE RICHARDSON, CHRYS TOBEY, JEREMY TRABUE, and TAMARA TRATTNER. *(Core Theme: Access—A broad range of educational opportunities and workforce training is provided to students in pursuit of their goals.)*

FRIDAY VALENTINE, library faculty member, was awarded certification as a Digital Archives Specialist (DAS) by the Society of American Archivists. Friday was one of 28 individuals nationally to complete the required coursework and pass the comprehensive exam in November 2017. The DAS curriculum prepares information professionals to work with records in electronic form and covers methods for appraisal, description, management, organization and preservation of digital records. Friday serves as the digital assets curator and manages the Chemeketa Learning Cloud. *(Core Theme: Academic Quality—Quality programs, instruction, and support services are provided to students.)*

Board member JACKIE FRANKE, was elected to the Executive Committee of the Mid-Willamette Valley Council of Governments. *(Core Theme: Community Collaborations—Instruction, training and workforce development are provided through collaboration with education partners, businesses, and community groups.)*

The CHEMEKETA CHAPTER of the American Association for Women in Community Colleges (AAWCC) received \$500 in donations of cash, gift cards, and gifts to "Pay it Forward for the Holidays." Six employees were nominated by their peers and all received personalized gift baskets to brighten their holidays. *(Core Theme: Community Collaborations—Instruction, training and workforce development are provided through collaboration with education partners, businesses, and community groups.)*

The Health and Human Performance staff led by RASCHEL LARSEN have finalized a new low cost HPE295 textbook, *Health and Fitness for Life*, which will be available at the Bookstore starting this winter term. *(Core Theme: Academic Quality—Quality programs, instruction, and support services are provided to students.)*

Standard Report–6
January 17, 2018

The Visual Arts and Performing Arts (VAPA) and Visual Communications (VC) Faculty Show and artists' talks were held on January 10 in the Gretchen Schuette Art Gallery. Thanks to VAPA and VC faculty who had art pieces on display: DEANNE BEAUSOLEIL, KAY BUNNENBERG-BOEHMER, MARTY GIOVANNINI, JESSE GOTTESMAN, HEIDI GREW, CYNTHIA HERRON, BURK KLEIBER, JANE LIEBER MAYS, ALISON LUTZ, LAURA MACK, BRET MALLEY, SUSAN TRINGALLI, and KEL WARD. *(Core Theme: Access—A broad range of educational opportunities and workforce training is provided to students in pursuit of their goals.)*

**APPROVAL OF COLLEGE POLICIES
#3150—EXEMPT SUPERVISORY EMPLOYEES: DEFINITION;
#6220—SURPLUS PROPERTY; #6240—INVENTORY
AND #6410—LEGAL SERVICE
[17-18-124]**

Prepared by

Rebecca Hillyer, General Counsel
Julie Huckestein, President/Chief Executive Officer

EXEMPT SUPERVISORY EMPLOYEES: DEFINITION—POLICY #3150

This policy was last reviewed by the board in July 2014. The underlined information comes from the Oregon Revised Statutes and further clarifies the role as a supervisor at Chemeketa. The last sentence is stricken because it is repetitive with new language added to the previous sentence.

SURPLUS PROPERTY—POLICY #6220

This policy was last reviewed by the board in March 2015. This policy has one minor edit in the next to the last sentence; a coma was added after the word “metal”.

INVENTORY—POLICY #6240

This policy was last reviewed by the board in January 2015. No edits are recommended to this policy.

LEGAL SERVICE—POLICY #6410

This policy was last reviewed by the board in January 2015. The only minor edit is to place a hyphen between the words college and related.

The proposed changes are underlined and the former language has been stricken with lines through the text. The President’s Advisory Council has reviewed the attached policies and recommends them for adoption by the College Board of Education.

It is recommended that the College Board of Education approve college policies #3150—Exempt Supervisory Employee: Definition; #6220—Surplus Property; #6240—Inventory and #6410—Legal Service to become effective immediately.

Personnel Series—3000

EXEMPT SUPERVISORY EMPLOYEES: DEFINITION

Annually contracted Chemeketa Community College employees who possess the authority in the interest of the employer to hire, manage, transfer, suspend, lay off, recall, promote, discharge, assign, reward, or discipline other employees or responsibly to direct others, or adjust their grievances, or effectively to recommend such action, if in connection therewith, the exercise of the authority is not of a merely routine or clerical nature but requires the use of independent judgment.¹ ~~Supervisory employees shall also possess the authority to direct or adjust grievances or to effectively recommend such action if not of a merely routine or clerical nature and requires the use of independent judgment.~~

July 17, 1985

Adopted College Board of Education
April 19, 2006; December 15, 2010;
July 16, 2014

Revised College Board of Education

¹ ORS 243.650 (23)

Business Operations Series—6000

SURPLUS PROPERTY

“Surplus Property” means all Chemeketa Community College owned personal property determined to be of no further use to the college. Examples of personal property include, but are not limited to, vehicles, equipment, furniture, computers, office supplies, machinery, scrap metals, and raw materials. Surplus property shall be disposed of in accordance with college Procedure #6220 PRO.

July 17, 1985

Adopted College Board of Education

July 22, 1998; June 25, 2003; February 23, 2005;
September 20, 2006; June 29, 2011; March 18, 2015

Revised College Board of Education

Business Operations Series—6000

INVENTORY

Chemeketa Community College shall maintain an inventory of all capital equipment and facilities owned by the college.

October 23, 1991

Adopted College Board of Education

June 29, 2011, January 21, 2015

Revised College Board of Education

September 20, 2006

Reviewed College Board of Education

Business Operations Series—6000

LEGAL SERVICE

Chemeketa Community College shall provide legal counsel to its employees on college_ related legal matters that are within the scope of their employment.

July 17, 1985

Adopted College Board of Education

November 16, 2011; January 21, 2015

Revised College Board of Education

July 15, 2009; January 21, 2015

Reviewed College Board of Education

**APPROVAL OF ACADEMIC CALENDAR FOR 2018–2019
[17-18-125]**

Prepared by

Jim Eustrom, Vice President—Instruction and Student Services/
Campus President, Yamhill Valley

The proposed academic calendar for 2018–2019 continues last year's pattern.

Summer term begins June 25. A standard eight-week session is planned from June 25 to August 18, a ten-week session from June 25 to September 1, and a five-week session from June 25 to July 28. Summer term will continue to be a four-day work week starting July 6 to August 31, 2018.

Fall term begins September 24. This term is eleven weeks in length ending December 8. A four-week break is planned between fall and winter terms.

Winter term begins January 7. This term is also eleven weeks in length and ending on March 23. A one-week break is planned between winter and spring terms.

Spring term begins April 1. This term is also an eleven-week term ending June 15.

There are five holidays for faculty and exempt staff and six for classified staff (November 12, 22, 23, January 21, May 27 and February 18 for classified staff only). The college will be closed on President's Day. The other closure days will be December 21 and 26.

Employee inservice is September 10–21. Tuesday, September 11 is a college-wide inservice day and the college is closed.

It is recommended that the Chemeketa Board of Education approve the Academic Calendar 2018–2019.

Academic Year Calendar 2018–2019						
	Summer Term 2018			Fall Term 2018	Winter Term 2019	Spring Term 2019
	Intensive Courses 5 weeks Jun 25–Jul 28	Standard 8 weeks Jun 25–Aug 18	Specific Programs* 10 weeks Jun 25–Sep 1	Sep 24–Dec 8	Jan 7–Mar 23	Apr 1–Jun 15
College-wide Inservice (College closed to the public)				Sep 11		
Employee Inservice				Sep 10–21		
Beginning of Term	Jun 25	Jun 25	Jun 25	Sep 24	Jan 7	Apr 1
Academic Year and Other Holidays	Jul 4	Jul 4	Jul 4	Sep 3 Nov 12 Nov 22–23 Dec 24 & 25 Dec 31 & Jan 1	Jan 21 Feb 18–Classified	May 27
College Closure				Dec 21 & 26	Feb 18	
Summer Friday Closure	Fridays Jul 6–Aug 31	Fridays Jul 6–Aug 31	N/A			
Winter Break/Spring Break				Dec 10–Jan 4	Mar 25–Mar 29	
Review & Final Exams	Final exams given during last class period	Final exams given during last class period	Final exams given during last class period	Dec 3–7	Mar 18–22	Jun 10–14
End of Term	Jul 28	Aug 18	Sep 1	Dec 8	Mar 23	Jun 15
Graduation: Tuesday, June 18, 2019						
*Listed on Summer Exceptions (handout)						

**APPROVAL OF 2017–2018 FACULTY SABBATICAL
LEAVE RECOMMENDATION ONE-TERM SPRING 2018
[17-18-126]**

Prepared by

R. Taylor, Sabbatical Review Committee
Kevin Dye and Theresa Yancey, Sabbatical Review Committee Co-Chairs
Jim Eustrom, Vice President—Instruction and Student Services/
Campus President, Yamhill Valley

In spring 2017, the College Board of Education approved eight terms (three applications) for sabbatical leave in the 2017–2018 academic year, leaving 19 terms of leave for one-term spring 2018 sabbaticals. Two additional applications were submitted in fall 2017, for sabbatical leave to take place in spring 2018. As noted in the collective bargaining agreement, “if all eligible leaves are not awarded by the April board meeting, applications for a spring leave will be accepted until October 1.”

The Sabbatical Review Committee reconvened in fall 2017, and used the criteria and guidelines developed jointly by the faculty association and the college to review the two applications. The committee, by consensus, recommended that the two applications be approved. Members of Instruction and Student Services concurred with the recommendation of the committee.

It is recommended that the College Board of Education approve the recommended spring sabbaticals for the following faculty members:

Name	Program	Leave
Laura Scott	Developmental Writing	Spring 2018

Proposes to research the role that narrative performs in Chemeketa’s Developmental Writing classes and how to best leverage its power for students. Laura will attend two short writing courses, read and learn from a selection of texts and write a narrative essay to serve as a student sample in WR080 and WR090 classes.

Beth Hale	eLearn Technical Support	Spring 2018
-----------	--------------------------	-------------

Proposes to explore and develop strategies to improve instructor/student interaction in online courses. The proposal draws inspiration from the recent Western Governor’s University (WGU) audit which looked at regular and substantive interaction. Beth will examine the implications of the WGU audit, survey Chemeketa faculty on similar criteria, develop faculty trainings on effective online interaction, and develop a means for continuous data-informed instructional improvement.

2 Applicants

2 Total Terms

**ACCEPTANCE OF PROGRAM DONATIONS
OCTOBER 1, 2017 THROUGH DECEMBER 31, 2017
[17-18-127]**

Prepared by

Margarita Escobedo, Office Assistant—Chemeketa Foundation
Jamie Wenigmann, Development Associate—Chemeketa Foundation
Nancy Duncan, Executive Director—Chemeketa Foundation
David Hallett, Vice President—Governance and Administration
Julie Huckestein, President/Chief Executive Officer

Item: 397 lbs. of food for pantry
Donor: Marion Polk Food Share
Declared Value: \$794.00
Program: Food pantry

Item: 228 lbs. of food for pantry
Donor: Marion Polk Food Share
Declared Value: \$437.50
Program: Food pantry

Item: 251 lbs. of food for pantry
Donor: Marion Polk Food Share
Declared Value: \$479.00
Program: Food pantry

Item: 229 lbs. of food for pantry
Donor: Marion Polk Food Share
Declared Value: \$428.50
Program: Food pantry

Item: 306 lbs. of food for pantry
Donor: Marion Polk Food Share
Declared Value: \$588.50
Program: Food pantry

Item: 181 lbs. of food for pantry
Donor: Marion Polk Food Share
Declared Value: \$348.50
Program: Food pantry

Item: 162 lbs. of food for pantry
Donor: Marion Polk Food Share
Declared Value: \$305.00
Program: Food pantry

Item: 279 lbs. of food for pantry
Donor: Marion Polk Food Share
Declared Value: \$619.50
Program: Food pantry

Item: 265 lbs. of food for pantry
Donor: Marion Polk Food Share
Declared Value: \$515.00
Program: Food pantry

Item: 5 video games
Donor: Laura Christian
Declared Value: 106.27
Program: Student Video Game Club

Action-4
January 17, 2018

Item:	5—\$5 gift cards	Item:	80 various graphic design books
Donor:	Grocery Outlet	Donor:	Garmin AT
Declared Value:	\$25.00	Declared Value:	\$1,150.00
Program:	Phi Theta Kappa Student Club	Program:	Visual Communications
Item:	1995 Jeep Grand Cherokee	Item:	1998 Acura CL
Donor:	Hugh Studebaker	Donor:	Miriam Scharer
Declared Value:	\$1,300.00	Declared Value:	\$475.00
Program:	Auto Tech	Program:	Auto Tech
Item:	1997 Infiniti Q45	Item:	One month of music lessons
Donor:	Real Tech Auto & Truck Repair	Donor:	River City RockStar Academy
Declared Value:	\$900.00	Declared Value:	\$148.00
Program:	Auto Tech	Program:	Holiday Social
Item:	\$20 Gift Card	Item:	\$20 Gift Card
Donor:	1895 Cider Co.	Donor:	Santiam Brewpub
Declared Value:	\$20.00	Declared Value:	\$20.00
Program:	Holiday Social	Program:	Holiday Social
Item:	8 General Admission Tickets	Item:	\$40 Gift Card
Donor:	Salem Cinema	Donor:	Gilgamesh
Declared Value:	\$72.00	Declared Value:	\$40.00
Program:	Holiday Social	Program:	Holiday Social
Item:	Coffee lover's basket	Item:	BBQ for up to six people
Donor:	Jim Eustrom	Donor:	Johnny Mack
Declared Value:	\$115.00	Declared Value:	\$150.00
Program:	Holiday Social	Program:	Holiday Social
Item:	24—\$5 lunch cards	Item:	Gourmet meal for 10 and dancing lessons
Donor:	NW Innovations	Donor:	Elias Villegas
Declared Value:	\$120.00	Declared Value:	\$250.00
Program:	Holiday Social	Program:	Holiday Social

**APPROVAL OF GRANTS AWARDED
OCTOBER 2017–DECEMBER 2017
[17-18-128]**

Prepared by

Peggy Greene, Coordinator—Institutional Grants
David Hallett, Vice President—Governance and Administration
Julie Huckestein, President—Chief Executive Officer

These grants have been awarded to the college from October 2017–December 2017. It is recommended that the board accept these grants.

Grantor	Department	Award Description	Amount
National Association of State Chief Procurement Officials (NASPO)	Management Programs	To support tuition assistance for students in the Procurement Management program. 1-year grant.	5,000
NASPO	Management Programs	To support tuition assistance for students in the Procurement Management program. 1-year grant.	5,000
Instituto de los Mexicanos en el Exterior (IME) Becas (Scholarships)	Chemeketa Foundation	To support student scholarships for participants in the Bilingual Student-Teacher Leaders program.	9,800
Kisco Foundation	Chemeketa Foundation	To support student Veterans on campus. 1-year grant.	37,500
Oregon Department of Veterans' Affairs	Veteran Services	The Campus Veterans Resource Center Grant program supports enhancement and expansion of a veteran resource center and programs for student-veterans. 18-month grant.	32,429

Action-5
January 17, 2018

Department of Health and Human Services, Federal Office of Adolescent health, Oregon Health Authority	Academic Progress and Regional Education Services	To support young parenting students (ages 16-25) with educational opportunities and referrals to wraparound services. New, 1-year sub award grant.	*260,470
Total:			\$350,199

*Grant award corrected to reflect actual, negotiated award in the October report. Original award reported as an estimate of \$150,000.

MISSION • VISION • CORE THEMES • VALUES

MISSION *(Our purpose)*

Chemeketa provides opportunities for students to explore, learn, and succeed through quality educational experiences and workforce training.

VISION *(What is accomplished by carrying out our mission)*

Chemeketa will be a catalyst for individuals, businesses, and communities to excel in diverse and changing environments.

CORE THEMES *(Manifests essential elements of the mission and collectively encompass the mission)*

Academic Quality – Quality programs, instruction, and support services are provided to students.

Access – A broad range of educational opportunities and workforce training is provided to students in pursuit of their goals.

Community Collaborations – Instruction, training, and workforce development are provided through collaboration with education partners, businesses, and community groups.

Student Success – Students progress and complete their educational goals.

VALUES *(How we carry out our work; desired culture; our beliefs)*

Collaboration – We collaborate to ensure purposeful, effective programs and services that support all students. We welcome diverse perspectives and encourage the free exchange of ideas.

Diversity – We are a college community enriched by the diversity of our students, staff, and community members. Each individual and group has the potential to contribute in our learning environment. Each has dignity. To diminish the dignity of one is to diminish the dignity of us all.

Equity – We promote a just and inclusive environment in which all individuals receive equitable support to reach their full potential. We do this through fair treatment, access, opportunity, and advancement for all, aiming to identify and eliminate barriers that have prevented the full participation of some groups.

Innovation – We innovate through reflection, analysis, and creativity. We design quality instruction, programs, and services to prepare students to meet the changing needs of our communities in a global society.

Stewardship – We act with personal and institutional accountability for the responsible use of environmental, financial, and human resources to meet the needs of current students without compromising the needs of future generations of students.

Appendix-2
January 17, 2018



Appendix-2 January 17, 2018

Building and Primary Function(s)

001 **1st Floor:** Bookstore,
001 **2nd Floor:** Faculty Offices
002 **1st Floor:** Advising & Counseling; Career Center; Graduation Services;
College Assistance Migrant Program; Convenience Store; Disability
Services; Food Court; Information Center; Multicultural Center;
Occupational Skills Training; Planetarium; Public Safety; Student
Retention & College Life; Student Support Services; Testing Services
002 **2nd Floor:** Business Office; Enrollment Center; Financial Aid; TRiO;
Talent Search; Upward Bound; Tutoring Services; Veteran's Services;
College Support Service's; Human Resources; Presidents Office; Public
Information, Marketing and Student Recruitment.
003 **1st Floor:** Art Gallery; Classrooms;
003 **2nd Floor:** Classrooms; Math Learning Center; Extended Learning,
Instruction and Student Services, Placement Testing
004 **1st Floor:** Automotive Program; Electronics Program
004 **2nd Floor:** Visual Communications; CAD Program
005 **1st Floor:** Art Classrooms;
005 **2nd Floor:** Classrooms
006 **1st Floor:** Auditorium; Classrooms
006 **2nd Floor:** Classrooms; Employee Development
007 Gymnasium; Physical Education Classrooms
008 **1st Floor:** Dental Clinic; Health & Science Classrooms; Massage Clinic;
008 **2nd Floor:** Health & Science Classrooms
009 **1st Floor:** Classrooms; Distance Education; Curriculum Resource
Center; Opportunity Center; Television Studio; Online Programs
009 **2nd Floor:** Library; Writing Center; Computer Lab; Study Rooms
014 Public Safety
015 Burn Tower
020 Drafting, Engineering, Machine Shop
021 Welding Program
022 Academic Development; HEP; Information Technology
033 Trades & Technology
034 Catering Kitchen, Northwest Innovations, Conference Rooms; SOAR
037 Faculty Offices
038 Faculty Offices
039 Child Development
040 Facilities & Operations
041 Facilities & Operations
043 Copy Center; Mail Room; Recycling
044 Horticulture Potting Shed
045 Activity Field
046 Greenhouse
048 Conference Rooms; MaPS Credit Union; Winema Market & Deli
049 Mid-Willamette Education Consortium, Youth GED Options
050 High School Partnerships
051 Winema High School; Trades & Technologies
052 Classrooms
053 Department of Human Services
058 Facilities & Operations Annex
060 Agriculture Sciences
061 Classrooms
062 Classrooms

Area or Service—Building/Room

General Information

(Welcome Center)—2/110

Public Safety—2/173—503.399.5023

Academic Development—22/100

Instructional & Student Services—3/272

Admissions—2/200

Advising—2/110

Art Gallery—3/122

Auditorium—6/115

Board Room—2/170

Bookstore—1/First Floor

Business Office—2/202

Chemeketa Cooperative Regional Library Service—9/136

Computer Labs—6/218

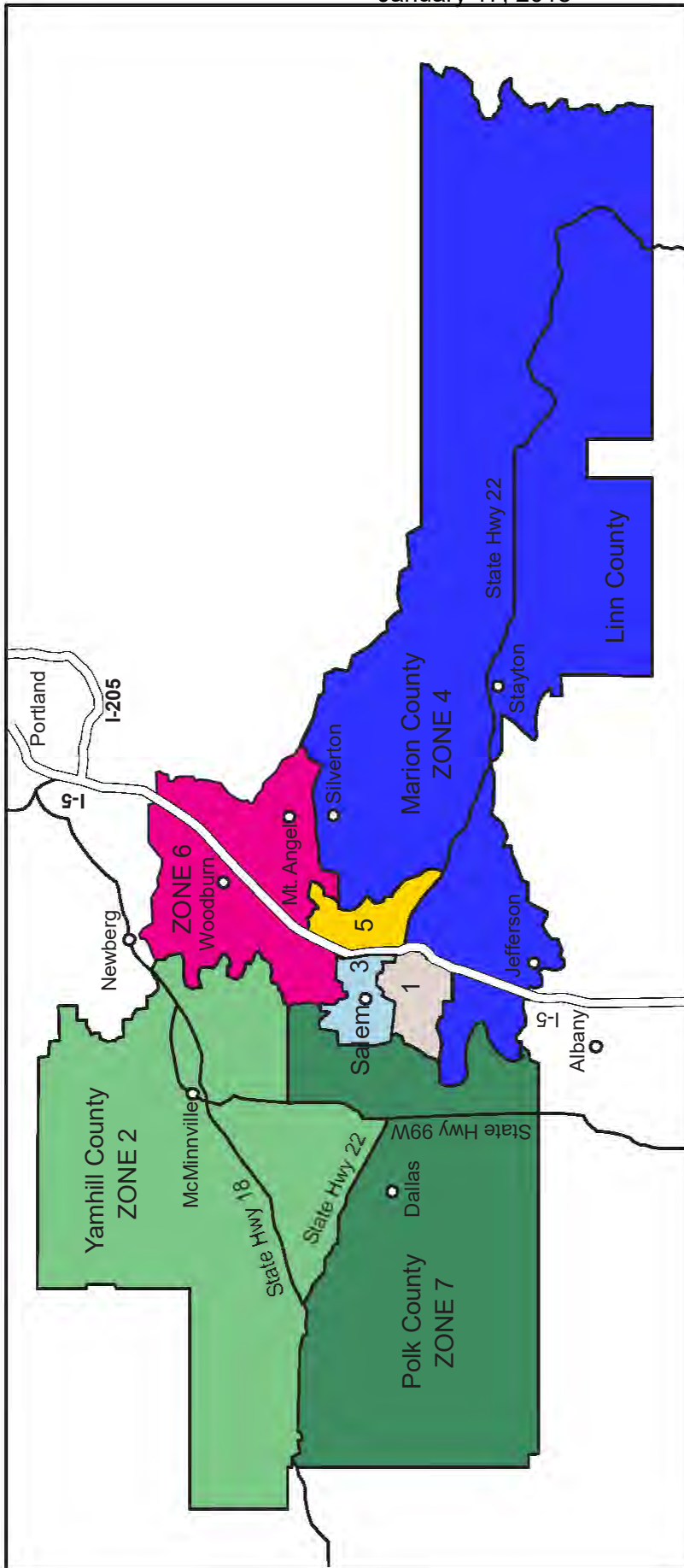
Convenience Store—2/180

Cooperative Work Experience—2/115
Dental Clinic—8/101
Executive Dean of Students—3/272
Disability Services—2/174
Employee Training Facility—33/106
English for Speakers of Other Languages—22/100
Enrollment Center—2/200
Evening & Weekend Programs—5/264
Extended Learning—3/252
Financial Aid—2/200
First Aid—2/173
Food Service—2/First Floor, 4, & 48
GED—22/100
Gymnasium—7
Human Resources—2/214
International Programs and Study Abroad—2/174
IT Help Desk—9/128
Career Center—2/115
Library—9/Second Floor
Lost & Found—2/173
Mail Room—43
Massage Clinic—8/104
Multicultural Center—2/177A
Northwest Innovations—33/101
Online Courses—9/106
Parking Permits—2/173
Planetarium—2/171
Posting Notices on Campus—2/176
President's Office—2/216
Public Information—2/208
Registration—2/200
Student Center—2/179
Student Clubs—2/176
Student Identification Cards—1/First Floor
Study Skills—2/210
Television Studio—9/162
Testing Center—2/101 (Testing Annex—6/216)
Transcripts—2/200
Transfer Information—2/110
Tutoring Center—2/210
Vending Machine Refunds—2/Food Court
Veterans' Services—2/200
Writing Center—9/210

Instructional Department Offices

Dental Programs—8/109
Distance Education & Academic Technology—9/106
Evening and Weekend Programs—5/264B
Emergency Services—19
Health, & Human Performance—7/103
Health Sciences—8/114
Humanities & Communications—1/204
Applied Technologies—5/264D
Math, Science—9/105
Agricultural Sciences—60
Nursing—8/113
Pharmacy Technology—8/113
Social Science, Business and Human Services—1/204

Chemeketa Community College
District Boundary and Board Zones



Board Members

ZONE 1	Ed Dodson
ZONE 2	Ron Pittman
ZONE 3	Neva Hutchinson, Vice Chairperson 2017-2018
ZONE 4	Ken Hector, Chairperson 2017-2018
ZONE 5	Jackie Franke
ZONE 6	Diane Watson
ZONE 7	Betsy Earls

Handouts
January 17, 2018

PARTICIPANTS IN BOARD PRESENTATION
WORKSHOP MEETING
JANUARY 17, 2018

WORKSHOP MEETING

4:30 PM

**Salem Campus,
Building 2, Room 170,
Board Room**

Workshop-A

Mid-Willamette Education Consortium (MVEC) Update

- Ed Woods, Director—MVEC
- Debbie Johnson, Financial Analyst—MVEC
- Sheila McCartney, Regional Coordinator—MVEC



Mid-Willamette
Education Consortium
Chemeketa Community College

Ed Woods, Mid-Willamette Education
Consortium (MWEC) Director

Welcome

Discover
Chemeketa
Community College





In short, what is MWECE?



Understanding Perkins IV



What purpose does the
Executive Council serve?



What is a Program of Study?

What are Professional Learning Communities (PLC's)?

The MWECC Team



Sheila McCartney, Regional Coordinator



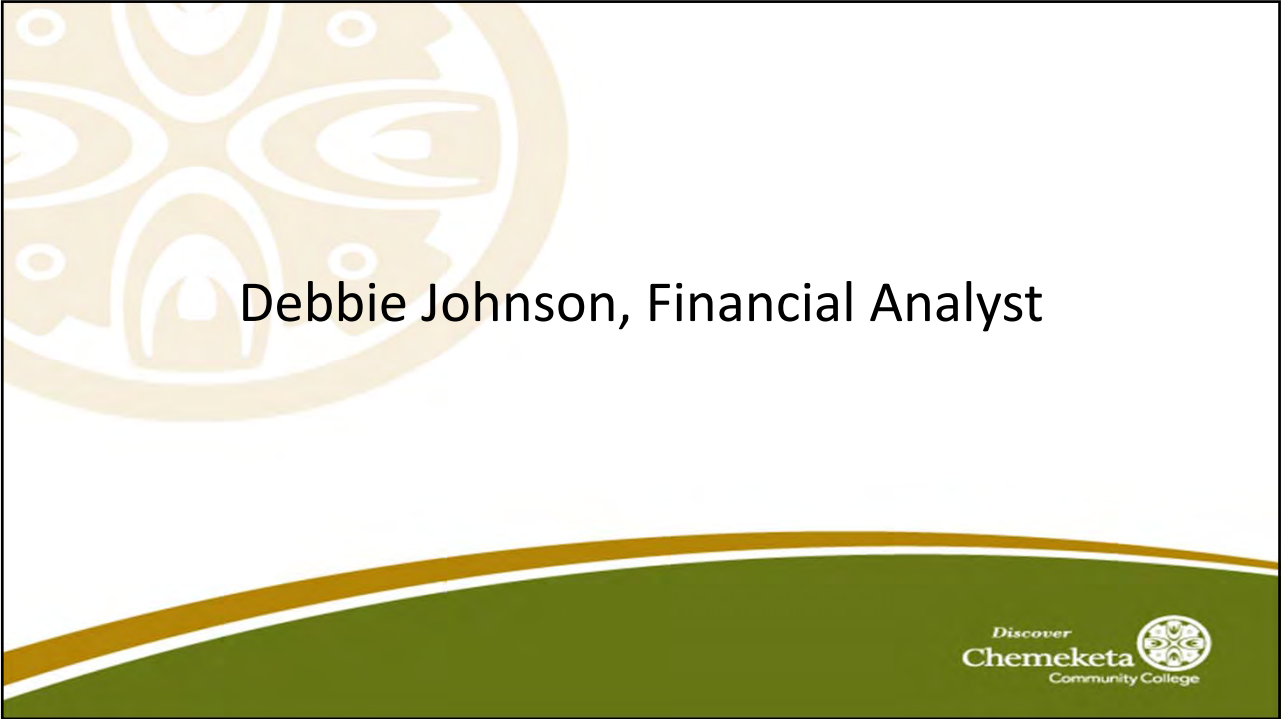
What does a Regional Coordinator do?

- Develops new programs of study
- Assists with teacher licensure and endorsements
- Helps with teacher recruitment



- Oversees CTE program updates and collections reporting
- Manages the regional data input team for CTE updates and collections reporting
- Facilitates program of study renewal applications, including statewide and full applications
- Develops and manages pilot programs for Oregon Department of Education (ODE)

- Collaborates with the MWECC dual credit or College Credit Now team
- Advises and partners around High School Success (Measure 98) funding, Pathway funding, and CTE Revitalization grants
- Creates innovation through new projects and program of study development and enhancement



Debbie Johnson, Financial Analyst



More than just budgets...

- Develops regional and all spending budgets
- Purchases approved equipment and supplies
- Manages all inventory processes and visits
- Updates the MWEK Regional handbook and website
- Manages the MWEK Professional Development web site
- Assists in Career Pathway tracking



Working together

- Provides and facilitates eight separate administrative professional learning community (PLC) meetings each year
- Manages the CTE teacher PLC meetings and leadership team

- Reviews regional 90% reports
- Builds business and industry partnerships
- Supports the yearly Chemeketa Community College Programs Tour and Counselor Conference
- Provides professional development opportunities and events for CTE teachers, administrators, counselors, and career advisors, including the MVEC Take-off and Regional Institute events

- Provides oversight of secondary and post-secondary technical skill assessments (TSAs)
- Works with the Chemeketa Perkins Team on strategic planning
- Works with the Chemeketa Curriculum Development Team

Questions?

Oregon Community Colleges 2017-18 Tuition & Fees

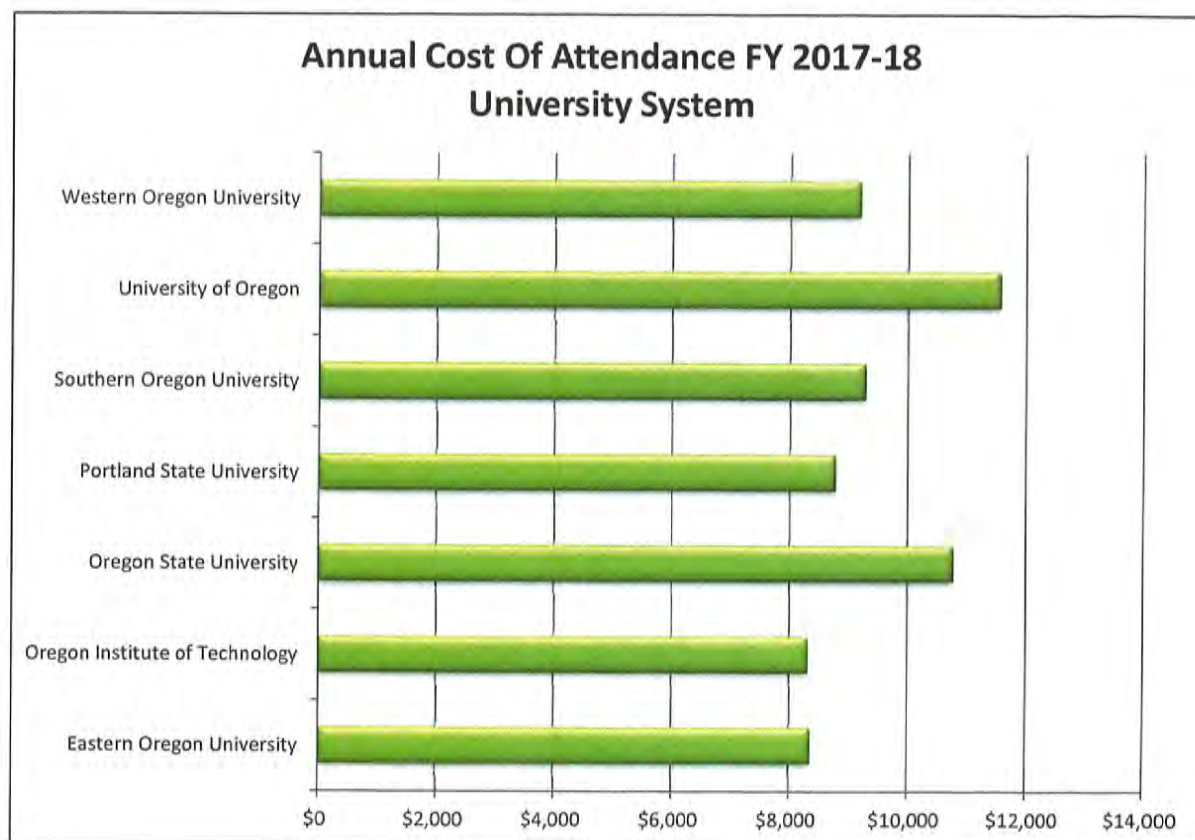
	Community College	Tuition			Fees			In-District T&Fees - Annualized
		In-District	Out-of-State*	International	Quarterly Fees & Other Fees (per 15 credits)			
		Charge Per Credit Hour	Charge Per Credit Hour	Charge Per Credit Hour	Technology	Other	Total	
1	Blue Mountain	\$103.00	\$309.00	\$309.00	\$277.50	\$165.00	\$442.50	\$5,963
2	Central	\$95.00	\$266.00	\$266.00	\$90.00	\$26.25	\$116.25	\$4,624
3	Chemeketa	\$84.00	\$246.00	\$246.00	\$0.00	\$225.00	\$225.00	\$4,455
4	Clackamas	\$93.00	\$266.00	\$266.00	\$82.50	\$60.50	\$143.00	\$4,614
5	Clatsop	\$99.00	\$198.00	\$346.00	\$150.00	\$30.00	\$180.00	\$4,995
6	Columbia Gorge	\$99.00	\$225.00	\$225.00	-	\$285.00	\$285.00	\$5,310
7	Klamath	\$96.50	\$167.50	\$197.50	\$120.00	\$165.50	\$285.50	\$5,199
8	Lane	\$109.50	\$260.00	\$236.00	\$135.00	\$126.30	\$261.30	\$5,711
9	Linn-Benton	\$104.40	\$242.67	\$296.12	\$60.00	\$63.05	\$123.05	\$5,067
10	Mt. Hood	\$100.00	\$209.00	\$236.00	\$86.25	\$132.50	\$218.75	\$5,156
11	Oregon Coast	\$99.00	\$214.00	\$214.00	\$90.00	\$150.00	\$240.00	\$5,175
12	Portland	\$104.00	\$236.00	\$236.00	\$67.50	\$74.25	\$141.75	\$5,105
13	Rogue	\$104.00	\$127.00	\$348.00	\$75.00	\$140.00	\$215.00	\$5,325
14	Southwestern	\$92.00	\$92.00	\$273.00	-	\$540.00	\$540.00	\$5,760
15	Tillamook Bay	\$96.00	\$116.00	\$116.00	\$75.00	\$90.00	\$165.00	\$4,815
16	Treasure Valley	\$99.00	\$109.00	\$214.00	\$0.00	\$330.00	\$330.00	\$5,445
17	Umpqua	\$93.00	\$209.00	\$209.00	\$97.50	\$225.00	\$322.50	\$5,153
	Statewide Average	\$98.26	\$205.42	\$249.04	\$82.72	\$166.37	\$249.09	\$5,169

* Out of State Tuition applies only to non-border states.

Oregon University System 2017-18 Tuition and Fees*

	<u>Total Annual Tuition and Fees</u>
University System:	
Eastern Oregon University	\$8,362
Oregon Institute of Technology	\$8,319
Oregon State University	\$10,797
Portland State University	\$8,783
Southern Oregon University	\$9,287
University of Oregon	\$11,571
Western Oregon University	\$9,198
Private Schools:	
George Fox University	\$36,020
Linfield College	\$37,346
Lewis & Clark College	\$48,988
Willamette University	\$48,159

* based on institutional websites



Chemeketa Community College 2017-2018 Strategic Plan

Covering 2015-2022



Updated December 11, 2017



Mission

Chemeketa provides opportunities for students to explore, learn, and succeed through quality educational experiences and workforce training.

College Vision

Chemeketa will be a catalyst for individuals, businesses, and communities to excel in diverse and changing environments.

College Values

Collaboration. We collaborate to ensure purposeful and effective programs and services that support all students. We welcome diverse perspectives and encourage the free exchange of ideas.

Diversity. We are a college community enriched by the diversity of our students, staff, and community members. Each individual and group has the potential to contribute in our learning environment. Each has dignity. To diminish the dignity of one is to diminish the dignity of us all.

Equity. We promote a just and inclusive environment in which all individuals receive equitable support to reach their full potential. We do this through fair treatment, access, opportunity, and advancement for all, which aims to identify and eliminate barriers that have prevented the full participation of some groups.

Innovation. We innovate through reflection, analysis, and creativity. We design quality instruction, programs, and services to prepare students to meet the changing needs of our communities in a global society.

Stewardship. We act with personal and institutional accountability for the responsible use of environmental, financial, and human resources to meet the needs of current students without compromising the needs of future generations of students.

Core Themes

Academic Quality

Quality programs, instruction, and support services are provided to students.

- Objective A Academic Programs and service areas participate in regular continuous improvement processes to ensure high quality.
- Objective B Students and business clients are satisfied with their educational experiences.
- Objective C Facilities with up to date technology and equipment create an enriched learning environment.
- Objective D Courses and programs align with academic and industry standards.
- Objective E The college hires a well-qualified workforce and invests in professional development and training.

Access

A broad range of educational opportunities and workforce training is provided to students in pursuit of their goals.

- Objective A Students have access to skill building courses to enter college level courses or to join the workforce.
- Objective B Students have access to courses leading to degree completion.
- Objective C College initiatives limit costs of attending college.
- Objective D Student population reflects the adult population in the college's service area.
- Objective E College employee groups reflect the student population race/ethnicity

Core Themes (continued)

Community Collaborations

Instruction, training, and workforce development are provided through collaboration with education partners, businesses, and community groups.

- Objective A Collaborations with other educational institutions encourage college enrollment and workforce development.
- Objective B Workforce training and educational programs, business and consultation enhance economic development.
- Objective C Community leaders, business and industry professionals, in collaboration with college staff, shape program development and quality.

Student Success

Students progress and complete their educational goals.

- Objective A Students receive support services for completion of educational goals.
- Objective B Students successfully complete courses.
- Objective C Students are retained and progress to the next level of coursework.
- Objective D Students achieve their educational intent.
- Objective E Students transition to universities or enter the workforce.
- Objective F Students have access to co-curricular activities that support their educational goals.

About the Strategic Plan

College activities are aligned with mission fulfillment through a planning process that tracks success and provides avenues for continuous improvement actions. Objectives have been created for each core theme with measures to assess the fulfillment of the college's commitment to its communities. The plan is organized into high-level strategic and operational initiatives grouped by Core Theme. Completed initiatives from prior years of this strategic planning cycle are listed at the end of each core theme.

Glossary of Abbreviations

- **APRES** - Academic Progress and Regional Education Services
 - **CSSD** - College Support Services
 - **CTE** - Career and Technical Education
 - **ET** - Executive Team
 - **GETS** - General Education and Transfer Studies
 - **GOV** - Governance and Administration
 - **ISS** - Instruction and Student Services
 - **MAP** - Master Academic Plan. Initiatives with this designation also appear in the MAP
 - **SDLR** - Student Development and Learning Resources
 - **YVC** - Yamhill Valley Campus
-

Definitions

- **Core Theme Objective** - A measurable and clearly defined outcome that the college works purposefully to accomplish; collectively, substantial attainment of objectives constitutes core theme attainment
 - **Strategic Initiative** - Highest priority effort/action that the college will take to make progress toward core theme objectives, and ultimately attainment of mission fulfillment
 - **Operational Initiative** - Effort/action that the college will take to make progress toward a strategic initiative, core theme objective, or for other critical operational continuous improvements
 - **Annual Milestone** - Desired status of strategic initiative at the end of the current academic year, intended to signal appropriate progress towards 2022 targets
 - **Implementation Timeline** - Intended schedule of active work on initiative
-

Academic Quality: Strategic Initiatives

Quality programs, instruction, and support services are provided to students.

Strategic Initiative: Program Review

Activity Timeline:	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022
--------------------	-----------	-----------	-----------	-----------	-----------	-----------	-----------

Strengthen connection between program review and annual planning process. Use Plan-Do-Check-Act.

Enhance the program review structure, and clarify expectations after program review is completed

Related Operational Initiatives

- **Program Learning Outcomes (PLO).** Improve assessment processes including collection of data, assessment and scoring, and link program planning to PLO data.
- **Service Area Planning and Impact Measurement.** Through Program Review, document how service areas plan work, measure effectiveness, and identify opportunities for continuous improvement.

2017-18 Planned Activities

- Unify structure for program review report, presentation, and assessment plan
- Increase administrative support for recommendations

2017-18 Milestone

- All departments, programs, and service areas scheduled for program review will be completed.
- Integrate program review recommendations, recent data, and assessment and continuous improvement activities into annual program plans.

Strategic Initiative: Student Learning Outcomes and Assessment

Activity Timeline:	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022
--------------------	-----------	-----------	-----------	-----------	-----------	-----------	-----------

Systematically assess, report, and analyze outcomes. Use results for continuous improvement planning and resource allocation.

Related Operational Initiatives

-

2017-18 Planned Activities

- Engage faculty in outcome and assessment conversations
- Identify common outcomes for degrees/certificates
- Evaluate current barriers to assessment data collection

2017-18 Milestone

- Identify common learning outcomes for students completing at Chemeketa

Strategic Initiative: Professional Development

Activity Timeline:	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022
--------------------	-----------	-----------	-----------	-----------	-----------	-----------	-----------

Support, encourage, and provide professional development for all Classified, Exempt, and Faculty to enhance ability to perform job duties, promote career growth, and foster student success.

Related Operational Initiatives

- **Develop Future Leaders.** Build internal structures and programs that provide opportunities for current employees to develop into future leaders of the college.

2017-18 Planned Activities

- Offer AVID training for faculty (Advancement Via Individual Determination)
- Launch Employee Development Certification program and develop Leadership program
- Develop tracking process for employee activities and funds

2017-18 Milestone

- Create a comprehensive professional development structure for Faculty, Classified and Exempt employees
- Create a comprehensive professional development plan as part of the evaluation process for all employee groups

Strategic Initiative: Math Progression and Completion

Activity Timeline:	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022
--------------------	-----------	-----------	-----------	-----------	-----------	-----------	-----------

Continue to review math course content, delivery, sequence and support services; revise where necessary to improve student progression and completion.

Related Operational Initiatives

•

2017-18 Planned Activities

- Incorporate AVID strategies for Dev Ed math faculty
- Review course completion and progression data for continuous improvement opportunities
- Incorporate wrap-around student support services in targeted courses
- Review function and purpose of the Math Learning Center

2017-18 Milestone

- Develop a comprehensive plan to strategically target courses for revision, and provide additional support services to increase rates of progression and transition for all levels of math.

Academic Quality: Operational Initiatives

Quality programs, instruction, and support services are provided to students.

Operational Initiative: Review and Update Roles Between Academic Disciplines and Outreach

Activity Timeline:	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022
--------------------	-----------	-----------	-----------	-----------	-----------	-----------	-----------

Review and Update Roles of Distance Learning, Evening and Weekend, outreach centers, and Yamhill Valley Campus (YVC) and strengthen relationships with academic content areas to ensure academic collaboration and quality.

Operational Initiative: Redefine Administrative and Program Chair Roles

Activity Timeline:	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022
--------------------	-----------	-----------	-----------	-----------	-----------	-----------	-----------

Redefine administrative and program chair roles to enhance instructional and service area quality. (MAP)

Operational Initiative: Implement New Support Services or Course Delivery Methods

Activity Timeline:	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022
--------------------	-----------	-----------	-----------	-----------	-----------	-----------	-----------

Develop a strategy for implementing new course delivery methods or new support services. (MAP)

Operational Initiative: Enrollment Portfolios for Enrollment Management

Activity Timeline:	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022
--------------------	-----------	-----------	-----------	-----------	-----------	-----------	-----------

Develop strategies and initiatives to set and meet established enrollment goals. (MAP)

Operational Initiative: Effective Classroom Use Process

Activity Timeline:	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022
--------------------	-----------	-----------	-----------	-----------	-----------	-----------	-----------

Develop a process for ensuring effective classroom use day, evenings and weekends.

Operational Initiative: Global Curricular Initiative

Activity Timeline:	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022
--------------------	-----------	-----------	-----------	-----------	-----------	-----------	-----------

Develop course learning outcomes for a globally focused curriculum to better prepare our students for our diverse and changing environment. (MAP)

Operational Initiative: Innovation

Activity Timeline:	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022
--------------------	-----------	-----------	-----------	-----------	-----------	-----------	-----------

Create training and support structures to encourage innovation in instruction and student support. (MAP)

Completed Initiative: Lean: Change Focus from Dept or Project Level to College-wide Projects. (Completed: 2015-16)

Improve major college processes by involving stakeholders in collaborative, customer-focused redesign.

Completed Initiative: Implement Lean Management System. (Completed: 2015-16)

A management philosophy and mindset designed to allow managers to effectively and efficiently lead a Lean team.

Completed Initiative: Budget by Core Themes. (Completed: 2015-16)

Align budget development and resources with Core Themes.

Completed Initiative: CCBI client survey. (Completed: 2015-16)

Conduct survey to determine if services meet or exceeds client needs (MAP)

Completed Initiative: Professional Development Opportunities. (Completed: 2015-16)

Revise the professional development process to enrich professional development activities for full- and part-time/adjunct faculty, classified and exempt. (MAP)

Completed Initiative: Yamhill Valley Campus Recruiting. (Completed: 2016-17)

Expand recruitment tactics for outreach to Hispanic populations in Yamhill Valley.

Completed Initiative: Universal Design Standards. (Completed: 2016-17)

Create and implement universal design standards for classrooms and labs at all locations for use in current space as well as in new buildings.

Completed Initiative: Sustain Priority Program Marketing. (Completed: 2017-18)

Use internet-based ads and custom-made landing pages for Career and Technical Education (CTE) program clusters and transfer studies to increase contacts in recruitment database. (MAP)

Access: Strategic Initiatives

A broad range of educational opportunities and workforce training are provided to students in pursuit of their goals.

Strategic Initiative: Academic Program Offerings

Activity Timeline:	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022
--------------------	-----------	-----------	-----------	-----------	-----------	-----------	-----------

Develop new academic programs/ certificates and degrees, review existing programs. Utilize new delivery methods/ modalities to meet student and workforce needs.

Related Operational Initiatives

- **Developmental Writing and Math Redesign.** Continue and expand Developmental Ed redesign including Integrated Basic Education and Skills Training (IBEST) and embedded courses, CTE consultation, and Vocational English to Speakers of Other Languages (VESOL). (MAP)
- **Distance Learning Strategy.** Develop an institutional strategy for distance learning. (MAP)
- **New Certificates and Degrees.** Create new certificates and degrees in response to community and industry needs. (MAP)

2017-18 Planned Activities

- Conduct community forums/research for potential new credit and non-credit academic programs
- Explore summer bridge programs for new students
- Offer CTE courses for high school students

2017-18 Milestone

- Offer two new approved programs.

Strategic Initiative: Equity and Diversity of Employees

Activity Timeline:	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022
--------------------	-----------	-----------	-----------	-----------	-----------	-----------	-----------

Increase the racial/ethnic diversity of our employees to represent our student populations and community. Enhance the cultural competency of the college community.

Related Operational Initiatives

- **Diversity - Graduate Student Internship Program.** Develop and implement an internship program for graduate students of diverse ethnic backgrounds that are interested in teaching at a community college.
- **Diversity - Diversity and Equity Training.** Develop and implement a series of diversity and equity training for all employees.
- **Diversity - Diversify Employee Hiring.** Increase number of diverse applicants and hires for all employee groups.

2017-18 Planned Activities

- Develop institutional cultural competency plan
- Modify recruiting and hiring process to increase the racial/ethnic diversity of employees
- Comply with House Bill 2864

2017-18 Milestone

- Increase the racial/ethnic diversity of faculty.
- Provide a structure for employees to access cultural competency trainings and track results.

Strategic Initiative: Affordability

Activity Timeline:	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022
--------------------	-----------	-----------	-----------	-----------	-----------	-----------	-----------

Promote access to a college education by reducing costs and increasing value for students.

Related Operational Initiatives

- **Explore the Cost of Developmental Classes.** Determine the efficacy for reducing cost to demonstrate progress toward college-level transition.
- **Affordable Textbook and Course Materials.** Improve access to course materials and reduce the cost of textbooks through partnering with faculty to use open educational resources and other affordability strategies. (MAP)

2017-18 Planned Activities

- Explore reducing cost of Developmental Ed classes
- Expand efforts to reduce cost of textbooks/materials and other incidental student expenses
- Reduce the number of credits in AAS degrees where feasible

2017-18 Milestone

- Achieve \$1 Million in combined student savings on textbook/material costs 2017/18.
- Increase affordability through the reduction of the required number of credits in AAS degrees (90-96 credits when feasible)

Strategic Initiative: Integrated Career & Academic Preparation Systems (ICAPS)

Activity Timeline:	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022
--------------------	-----------	-----------	-----------	-----------	-----------	-----------	-----------

Research, promote and offer ICAPS programming in the college district that will allow second language learners and academically under-prepared students to attain careers and job advancement.

Related Operational Initiatives

- **Developmental Writing and Math Redesign.** Continue and expand Developmental Ed redesign including Integrated Basic Education and Skills Training (IBEST) and embedded courses, CTE consultation, and Vocational English to Speakers of Other Languages (VESOL). (MAP)

2017-18 Planned Activities

- Create new Academic Coordinator position to work on VESL and other ICAPS models
- Continue Early Childhood Education pilot
- Research and determine next programs or courses for ICAPS approach

2017-18 Milestone

- Implement ICAPS with wrap-around services to numerous CTE and Gen Ed programs.

Access: Operational Initiatives

A broad range of educational opportunities and workforce training are provided to students in pursuit of their goals.

Operational Initiative: Polk County & Woodburn Recruiting

Activity Timeline:	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022
--------------------	-----------	-----------	-----------	-----------	-----------	-----------	-----------

Recruit second language learners from Polk County and expand enrollment for degree seeking Hispanic students in Woodburn.

Operational Initiative: Coordinated Scheduling

Activity Timeline:	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022
--------------------	-----------	-----------	-----------	-----------	-----------	-----------	-----------

Develop a two-year course schedule, through a cooperative effort across all disciplines, campuses, and delivery methods which is guided by the academic plan and the overall mission, vision and values of the college. (MAP)

Operational Initiative: Non-Traditional CTE Students.

Activity Timeline:	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022
--------------------	-----------	-----------	-----------	-----------	-----------	-----------	-----------

Increase percentage of non-traditional students in CTE Programs.

Operational Initiative: Equity in Athletics

Activity Timeline:	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022
--------------------	-----------	-----------	-----------	-----------	-----------	-----------	-----------

Comply with Title IX guidelines to ensure gender equity in athletics.

Operational Initiative: College Web Presence

Activity Timeline:	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022
--------------------	-----------	-----------	-----------	-----------	-----------	-----------	-----------

Redesign the College website.

Completed Initiative: Diversity - Diversify Human Resources (HR) Marketing and Recruitment. (Completed: 2015-16)

Ensure that advertising and marketing campaigns represent and feature the diversity of the local communities that we serve, especially underserved populations including women, seniors, youth, people with disabilities, and low-income families.

Completed Initiative: Increase Foundation Scholarships. (Completed: 2017-18)

Increase the amount of scholarship money awarded to students by the Foundation.

Community Collaborations: Strategic Initiatives

Instruction, training, and workforce development is provided through collaboration with education partners, businesses, and community groups.

Strategic Initiative: College Readiness through Educational Partnerships

Activity Timeline:	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022
--------------------	-----------	-----------	-----------	-----------	-----------	-----------	-----------

Develop K-12 partnerships that will generate discussion and create systems to improve student readiness for college.

Related Operational Initiatives

- **K-16 Partnerships.** Enhance current and create new partnerships with K-12 and universities to improve student transitions.

2017-18 Planned Activities

- Expand summer migrant education credit recovery and CTE pathway Program
- Plan summer professional development opportunities for high school faculty
- Facilitate curriculum alignment discussions between district high schools and Chemeketa faculty.

2017-18 Milestone

- Increase and expand summer program opportunities for students including and outside of Salem-Keizer.
- Provide professional development opportunities for high school teachers.
- Chemeketa faculty and K-12 teachers collaborate to align curriculum.

Strategic Initiative: University Transfer

Activity Timeline:	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022
--------------------	-----------	-----------	-----------	-----------	-----------	-----------	-----------

Improve student transfer to universities through partnerships and articulation agreements.

Related Operational Initiatives

- **K-16 Partnerships.** Enhance current and create new partnerships with K-12 and universities to improve student transitions.

2017-18 Planned Activities

- Engage in Public University Transfer - HB 2998 statewide work
- Work with WOU on transfer pathways for specific majors without loss of credit
- Work with Pacific University on transfer pathways for specific majors without loss of credit

2017-18 Milestone

- Chemeketa is actively engaged in the statewide work implementing HB2998.
- Five majors articulated with WOU.

Strategic Initiative: College Credit Now

Activity Timeline:	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022
--------------------	-----------	-----------	-----------	-----------	-----------	-----------	-----------

Redesign College Credit Now to align with student educational goals.

Related Operational Initiatives

- **Expand Dual Credit/Accelerated Learning.** Expand opportunities for dual credit, especially in small, rural school districts (MAP)

2017-18 Planned Activities

- Offer new approved CTE programs of study CCN courses
- Identify and broadly deliver the most transferrable Gen Ed courses
- Continue to build advising within high schools.

2017-18 Milestone

- Offer new approved CTE programs of study CCN courses.
- Identify Gen Ed courses that will be offered in all high schools district-wide.
- Academic advising is offered in high schools.

Strategic Initiative: Agricultural Complex Development

Activity Timeline:	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022
--------------------	-----------	-----------	-----------	-----------	-----------	-----------	-----------

Develop construction plan for agricultural complex that represents our district, future training needs, and provides a space that will build collaboration with community and partners.

Related Operational Initiatives

•

2017-18 Planned Activities

- Create Steering Committee to shepherd the AG Complex Project
- Create internal workgroup to lead process and planning
- Meet with community partners

2017-18 Milestone

- Complete initial planning for the Agricultural Sciences complex

Community Collaborations: Operational Initiatives

Instruction, training, and workforce development is provided through collaboration with education partners, businesses, and community groups.

Operational Initiative: Identify Criteria for New Program Development & Suspension

Activity Timeline:	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022
--------------------	-----------	-----------	-----------	-----------	-----------	-----------	-----------

Create guidance document/criteria to recommend new programs or revise existing programs in response to community and industry needs. (MAP)

Operational Initiative: Programs/Partnerships for Cost Containment

Activity Timeline:	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022
--------------------	-----------	-----------	-----------	-----------	-----------	-----------	-----------

Develop programs/ partnerships that contain or reduce general fund costs. (Eg. Marion-Polk Food Share, CTE Center, OSU Extension, Boys and Girls Club)

Operational Initiative: Workforce Innovation and Opportunity Act (WIOA)

Activity Timeline:	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022
--------------------	-----------	-----------	-----------	-----------	-----------	-----------	-----------

Develop and implement new processes to be in compliance with WIOA standards.

Operational Initiative: International Curriculum, Travel, and Partnership Plan

Activity Timeline:	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022
--------------------	-----------	-----------	-----------	-----------	-----------	-----------	-----------

Develop a plan to expand curriculum, international travel opportunities, and international partnerships. (MAP)

Students progress and complete their educational goals.

2021-2022

Related Operational Initiatives

- Introduce student-ready mindset, during the fall in-service
- Offer AVID training for faculty
- Develop new recruitment and communication tactics aligned with audience preferences

- Educate the college community on the concept of student-ready college.
- Provide focused professional development on engaging students.
- Revise student communication systems.

2021-2022

Related Operational Initiatives

- **Academic Support for Pre-college Course Completion.** An academic support program targeted toward first term, high-risk students to increase student success and retention. (MAP)
- **Majors and Meta-Majors.** Plan and implement majors for transfer students and meta-majors.
- **Student Pathways.** Gain knowledge and focus discussions on potential pathways model for student success at Chemeketa.

- Identify Chemeketa GP implementation team to attend fall statewide GP Symposium
- Submit Application for Cohort 1 of Oregon Guided Pathways Work
- Initiate work on Majors/Meta Majors
- Expand Early Alert system

- Multi-year implementation plan in place for Guided Pathways

2021-2022

Related Operational Initiatives

- **Early Alert.** Develop, pilot, and implement a program designed to identify and support students at risk of attrition in order to improve student success, retention and persistence. (MAP)
- **Retention data:** Track and analyze student retention data and determine needed interventions for course completion and progression (MAP).

- Develop risk assessment (risk factors) model to identify students that will need counseling and career services
- Advisors participate in statewide/regional training on coaching model

- The student coaching model has been explored and a plan for implementation of this model has been included in the multi-year implementation plan for Guided Pathways.

Strategic Initiative: Data Informed College

Activity Timeline:	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022
--------------------	-----------	-----------	-----------	-----------	-----------	-----------	-----------

Improve the current system and quality of data to inform decisions and measure effectiveness. Use data to understand and influence student success related to programs, courses, services, and activities. Use data in decisions to improve business operations and services.

Related Operational Initiatives

- **Student Feedback.** Establish a process to expand and analyze class feedback data and information. (MAP)
- **Student Survey.** Conduct a coordinated student survey to determine student satisfaction. (MAP)
- **Transition data tracking.** Track student progress beyond Chemeketa enrollment as part of Institutional Research reporting.
*State Data for Analysis (D4A) Dependent)

2017-18 Planned Activities

- Increase appropriate access to data
- Systematically incorporate data into decision rationales
- Improve quality of data

2017-18 Milestone

- Data is reviewed and used to make informed decisions and set department/program goals in support of continuous improvement.

Student Success: Operational Initiatives

Students progress and complete their educational goals.

Operational Initiative: Hispanic Serving Institution (HSI)

Activity Timeline:	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022
--------------------	-----------	-----------	-----------	-----------	-----------	-----------	-----------

Continue necessary grant development efforts.

Operational Initiative: Developmental Education Redesign

Activity Timeline:	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022
--------------------	-----------	-----------	-----------	-----------	-----------	-----------	-----------

Continue to accelerate skill development and contextualize reading and writing skills. (MAP)

Operational Initiative: Rates of Transition into College-level

Activity Timeline:	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022
--------------------	-----------	-----------	-----------	-----------	-----------	-----------	-----------

Review data, analyze systems to clarify transition rates in High School Programs and Academic Transitions. Setup faculty/staff teams to propose student support systems and transitions methodology to increase transition to college rates. Implement strategies/systems; analyze outcomes and revise.

Operational Initiative: Underrepresented Student Retention, Transition Rates

Activity Timeline:	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022
--------------------	-----------	-----------	-----------	-----------	-----------	-----------	-----------

Increase retention and transition rates of underrepresented students (e.g. ESOL, GED) by 15%

Operational Initiative: Non-Limited Cohort Process in CTE

Activity Timeline:	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022
--------------------	-----------	-----------	-----------	-----------	-----------	-----------	-----------

Review and revise the non-limited cohort process in CTE.

Operational Initiative: Increase Graduation and Completion Rates

Activity Timeline:	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022
--------------------	-----------	-----------	-----------	-----------	-----------	-----------	-----------

Increase graduation and completion rates for all students (regardless of socioeconomic status or race/ethnicity).

Completed Initiative: The Gathering Place. (Completed: 2015-16)

Launch The Gathering Place social media application to current students.

Completed Initiative: DegreeWorks to Audit Student Progression. (Completed: 2016-17)

Implement software product to allow automated transcript analysis to increase ability to auto-award degrees and certificates, provide academic advisors a tool for effective academic planning, and provide students a tool for effective self-advising toward completion of a degree/ certificate.

Completed Initiative: Service Learning. (Completed: 2016-17)

Increase service learning and civic engagement opportunities.

Completed Initiative: Review and analyze external certification. (Completed: 2016-17)

Review and analyze external certification and licensing exam outcomes for CTE continuous improvement (MAP).

Completed Initiative: Enrollment Target for HSI Grant. (Completed: 2016-17)

Achieve a 25% enrollment level of Hispanic students (minimum threshold required for HSI designation)

Institutional Initiatives

Institutional work supporting college operations

Operational Initiative: Institutional Safety Procedures

Activity Timeline:	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022
Review institutional safety procedures and increase training for staff and students; identify facilities needs and prioritize funding and remodels/repair to improve safety at all locations.							

Operational Initiative: Data Design

Activity Timeline:	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022
Develop design standards for data tracking and analysis at project phase for all college projects (determine what success looks like at the start of projects and measure it).							

Operational Initiative: Environmental Plan

Activity Timeline:	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022
The college roadmap for building and maintaining a healthier and sustainable campus community. Establish guidelines for environmental, financial, and human capital stewardship.							

Operational Initiative: One College

Activity Timeline:	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022
Develop a One College concept.							

Operational Initiative: New Building Operational Costs

Activity Timeline:	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022
Develop model for funding operational costs of new buildings.							

Operational Initiative: Facilities Plan

Activity Timeline:	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022
Ensure that the Facilities Plan includes adequate classroom and lab space as well as targets crucial locations for new sites for instructional initiatives throughout the college services district (e.g. Ag Complex, athletic fields, Math Center for Success, Woodburn, high school partnerships, Music, etc.)							

Operational Initiative: Evaluation Process

Activity Timeline:	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022
Develop and ensure an effective employee evaluation process that is collaborative, effective, and systematic. (MAP)							

Operational Initiative: Employee Retention Strategies

Activity Timeline:	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022
Implement employee retention strategies that create and maintain a workplace that attracts and retains effective employees.							

Chemeketa Community College ~ Objectives and 2017-18 Measures

Academic Quality			
Quality programs, instruction, and support services are provided to students.			
Objectives:	Core Theme Measures		
	2016-17	2022 ¹ Target	
A) Academic Programs and service areas participate in regular continuous improvement processes to ensure high quality.			
B) Students and business clients are satisfied with their educational experiences.	61.0%	100%	
C) Facilities with up to date technology and equipment create an enriched learning environment.			
D) Courses and programs align with academic and industry standards.			
E) The college hires a well-qualified workforce and invests in professional development and training. (Modified 2017-18)			
(A) Percent of academic programs and service areas that have completed program review within their scheduled cycle. 39/54 academic, 7/8 outreach, 7/27 service areas are complete or underway.			
(A) Percent of math gateway courses' delivery and support services reviewed for strategies to improve student progression. (MTH095/MTH111, MTH098/MTH105)	N/A	100%	
(A) Percent of students earning a C or higher in MTH111, who completed the prerequisite of MTH095 with a C or higher. 3-yr Avg 75.5%. Students who place into MTH111 and complete ("C" or higher): 66.5%	73.6%	77%	
(B,C) Of continuing students surveyed regarding their educational experience, percent that felt ⁷ :			
• Engaged in and out of the classroom	N/A	100%	
• Satisfied with their college experience	N/A	100%	
• Satisfied with their enriched learning environment	N/A	100%	
(C,D) Percent of advisory committees indicating ² :			
• Classroom technology and equipment meets or exceeds industry standards	N/A	100%	
• Courses meet or exceed industry standards	N/A	100%	
(E) Percent of faculty actively involved in a regular four-year cycle of performance evaluation.			
• Full-Time Faculty	92.0%	100%	
• Part-time faculty	N/A	100%	

Access			
A broad range of educational opportunities and workforce training is provided to students in pursuit of their goals.			
Objectives:	Core Theme Measures		
	2016-17	2022 ¹ Target	
A) Students have access to skill building courses to enter college level courses or to join the workforce.			
B) Students have access to courses leading to degree completion.	90.7%	100%	
C) College initiatives limit costs of attending college.			
D) Student population reflects the adult population in the college's service area. (Added 2016-17)			
E) College employee groups reflect the student population race/ethnicity. (Added 2017-18)			
(A,B) Of (AAOT, ASOT, AS) intent students:			
• Percent of students who enrolled in MTH105/MTH111 within one year of successfully completing MTH095/MTH098. 3-yr Avg: 92.5%	90.7%	100%	
• Percent of students who enrolled in WR121 within one year of successfully completing WR115. 3-yr Avg: 94.9%	90.1%	100%	
(C) Percent of courses with a cost of \$40 or less for textbooks and course materials.	N/A	50%	
(C) Student education costs saved per year through student participation in the following Chemeketa assistance programs: Chemeketa Scholars - \$1.9M, Dual credit - \$2.6M, Early College - \$0.3M, Student tuition waivers - \$1.6M, Foundation scholarships - \$0.5M	\$7.0M	\$8.0M	
(D) Percent of fall-term degree- or certificate-seeking students who self-identify as:			
• Latino/Hispanic (HSI). 5-yr Avg: 22.1%, HSI minimum 25%, District Adult Population (2016 projection): 18%	25.8%	30%	
• Other minorities (American Indian, Asian, Black, Hawaiian, or Mixed Ethnicity) 5-yr Avg: 8.5%	6.4%	7.4%	
District Population (2014): 7.4%			
(E) Percent of full-time faculty who self-identify as racially/ ethnically diverse ³	12.3%	32.2% ⁴	
(E) Percent of salaried classified and exempt employees who self-identify as racially/ ethnically diverse ³	22.1%	32.2% ⁴	

Community Collaborations			
Instruction, training, and workforce development are provided through collaboration with education partners, businesses, and community groups.			
Objectives:	Core Theme Measures		
	2016-17	2022 ¹ Target	
A) Collaborations with other educational institutions encourage college enrollment and workforce development.			
B) Workforce training and educational programs, business and consultation enhance economic development.	32.4%	60%	
C) Community leaders, business and industry professionals, in collaboration with college staff, shape program development and quality.	33.2%	100%	
(A) Course Transferability - Percent of AAOT foundational or discipline studies courses that are accepted within discipline by at least half of Oregon public universities			
(A) Course Transferability - Percent of AAOT foundational or discipline studies courses that are accepted by at least half of Oregon public universities (includes courses transferring as Lower Division Transfer electives)	94.6%	100%	
(B) Number of new jobs created annually as reported by businesses that used SBDC services. 5-yr Avg: 116	161	200	
(C) Percent of CTE students who are employed in their field within one year of leaving Chemeketa (data not currently available)	N/A	N/A	
Notes: ¹ 2022 targets are largely aspirational. Emphasis is on continuous improvement progress, not attainment of target. ² CTE advisory committee surveys are planned for winter 2018 ³ Employee data covers 1/1/2016 through 12/31/2016 ⁴ 2022 target represents the 2016-17 student population diversity (25.8% Hispanic and 6.4% other minorities) ⁵ National Average (Avg) data for 2-year public institutions is currently being researched by Chemeketa staff. ⁶ Student engagement and satisfaction survey for new students was conducted Fall 2017. 2017-18 results are reported here. ⁷ Student engagement and satisfaction survey for continuing students to be conducted Spring 2018.			

Student Success			
Students progress and complete their educational goals.			
Objectives:	Core Theme Measures		
	2016-17	2022 ¹ Target	
A) Students receive support services for completion of educational goals.			
B) Students successfully complete courses.			
C) Students are retained and progress to the next level of coursework.			
D) Students achieve their educational intent.			
E) Students transition to universities or enter the workforce.			
F) Students have access to co-curricular activities that support their educational goals. (Added 2016-17)			
(A) Of new students surveyed ⁶ regarding their use of college support services, percent that:			
• Used student support services	30%	100%	
• Felt satisfied with student support services	83%	100%	
(B) Pass rate ("C" or higher) in Dev Ed credit courses			
• Below 100 level math. 3-yr Avg: 61.8% National Avg⁵: N/A	64.2%	70%	
• Below 100 level reading. 3-yr Avg: 69.5% National Avg⁵: N/A	68.9%	75%	
• Below 100 level writing. 3-yr Avg: 72.6% National Avg⁵: N/A	72.5%	75%	
(B) Pass rate ("C" or higher) in CTE courses. 3-yr Avg: 84.7% National Avg⁵: N/A	85.4%	90%	
(B) Pass rate ("C" or higher) in Lower Division Collegiate courses. 3-yr Avg: 78.0% National Avg⁵: N/A	78.1%	82%	
• Pass rate ("C" or higher) in MTH105/ 111 regardless of mode of progression 3-yr Avg: 68.6% National Avg⁵: N/A	65.6%	70%	
(C) Percent of new degree and certificate-seeking students who persist from fall to winter term			
• Full-time students: 3-yr Avg: 85.5%	88.0%	100%	
• Part-time students: 3-yr Avg: 66.0%	67.3%	100%	
(D) Percent of full-time, credential-seeking students who graduate within a 150% window (IPEDS definition). 5-yr Avg: 14.4% National Avg⁵: 23.5%	15.5%	25%	
(E) Transferring students - Percent of full-time degree seeking students who transfer within a 200% window (graduates and non-graduates). 5-yr Avg: 32.3% National Avg⁵: ____	31.8%	50%	

Chemeketa Community College ~ Strategic Initiatives and 2017-18 Planned Activities

Revised: 12.11.2017

Academic Quality Quality programs, instruction, and support services are provided to students.	Access A broad range of educational opportunities and workforce training is provided to students in pursuit of their goals.	Student Success Students progress and complete their educational goals.
Strategic Initiatives and 2017-18 Planned Activities Program Review Strengthen connection between program review and annual planning process. Use Plan-Do-Check-Act. Enhance the structure and expectations after program review is completed Planned Activities: <ul style="list-style-type: none">• Unify structure for program review report, presentation, and assessment plan• Increase administrative support for recommendations Annual Milestone: (1) All departments, programs, and service areas scheduled for program review will be completed. (2) Integrate program review recommendations, recent data, and assessment and continuous improvement activities into annual program plans.	Strategic Initiatives and 2017-18 Planned Activities Academic Program Offerings Develop new academic programs/ certificates and degrees, review existing programs. Utilize new delivery methods/ modalities to meet student and workforce needs. Planned Activities: <ul style="list-style-type: none">• Conduct community forums/research for potential new credit and non-credit academic programs• Explore summer bridge programs for new students• Offer CTE courses for high school students Annual Milestone: Offer two new approved programs.	Strategic Initiatives and 2017-18 Planned Activities Student-Ready College Adapt programs, services, processes, and behaviors to student needs rather than expecting students to conform to the college. Planned Activities: <ul style="list-style-type: none">• Introduce student-ready mindset, during the fall in-service• Offer AVID training for faculty• Develop new recruitment and communication tactics aligned with audience preferences Annual Milestone: (1) Educate the college community on the concept of student-ready college. (2) Provide focused professional development on engaging students. (3) Revise student communication systems.
Student Learning Outcomes and Assessment Systematically assess, report, and analyze outcomes. Use results for continuous improvement planning and resource allocation. Planned Activities: <ul style="list-style-type: none">• Engage faculty in outcome and assessment conversations• Identify common outcomes for degrees/certificates• Evaluate current barriers to assessment data collection Annual Milestone: Identify common learning outcomes for students completing at Chemeketa	Equity and Diversity of Employees Increase the racial/ethnic diversity of our employees to represent our student populations and community. Enhance the cultural competency of the college community. Planned Activities: <ul style="list-style-type: none">• Develop institutional cultural competency plan• Modify recruiting and hiring process to increase the racial/ethnic diversity of employees• Comply with House Bill 2864 Annual Milestone: (1) Increase the racial/ethnic diversity of faculty. (2) Provide a structure for employees to access cultural competency trainings and track results.	Guided Pathways: Planning and Implementation Initiate the implementation of the Guided Pathways (GP) system Planned Activities: <ul style="list-style-type: none">• Identify Chemeketa GP implementation team to attend fall statewide GP Symposium• Submit Application for Cohort 1 of Oregon Guided Pathways Work• Initiate work on Majors/Meta Majors• Expand Early Alert system Annual Milestone: Multi-year implementation plan in place for GP
Professional Development Support, encourage, and provide professional development for all Classified, Exempt, and Faculty to enhance ability to perform job duties, promote career growth, and foster student success. Planned Activities: <ul style="list-style-type: none">• Offer AVID training for faculty (Advancement Via individual Determination)• Launch Employee Development Certification program and develop Leadership program• Develop tracking process for employee activities and funds Annual Milestone: (1) Create a comprehensive professional development structure for faculty, classified and exempt employees (2) Create a comprehensive professional development plan as part of the evaluation process for all employee groups	Affordability Promote access to a college education by reducing costs and increasing value for students. Planned Activities: <ul style="list-style-type: none">• Explore reducing cost of Developmental Ed classes• Expand efforts to reduce cost of textbooks/materials and other incidental student expenses• Reduce the number of credits in AAS degrees where feasible Annual Milestone: (1) Achieve \$1 Million in combined student savings on textbook/material costs 2017/18. (2) Increase affordability through the reduction of the required number of credits in AAS degrees (90-96 credits when feasible)	Guided Pathways: Student Coaching Model in Advising Transform current academic advising model into a student coaching model Planned Activities: <ul style="list-style-type: none">• Develop risk assessment (risk factors) model to identify students that will need counseling and career services• Advisors participate in statewide/regional training on coaching model Annual Milestone: The student coaching model has been explored and a plan for implementation of this model has been included in the multi-year implementation plan for GP.
Math Progression and Completion Continue to review math course content, delivery, sequence and support services; revise where necessary to improve student progression and completion. Planned Activities: <ul style="list-style-type: none">• Incorporate AVID strategies for Dev Ed math faculty• Review course completion and progression data for continuous improvement opportunities• Incorporate wrap-around student support services in targeted courses• Review function and purpose of the Math Learning Center Annual Milestone: Develop a comprehensive plan to strategically target courses for revision, and provide additional support services to increase rates of progression and transition for all levels of math.	Agricultural Complex Development Develop construction plan for agricultural complex that represents our district, future training needs, and provides a space that will build collaboration with community and partners. Planned Activities: <ul style="list-style-type: none">• Create Steering Committee to shepherd the AG Complex Project• Create internal workgroup to lead process and planning• Meet with community partners Annual Milestone: Complete initial planning for the Agricultural Sciences complex	Data Informed College Improve the current system and quality of data to inform decisions and measure effectiveness. Use data to understand and influence student success related to programs, courses, services, and activities. Use data in decisions to improve business operations and services. Planned Activities: <ul style="list-style-type: none">• Increase appropriate access to data• Systematically incorporate data into decision rationales• Improve quality of data Annual Milestone: Data is reviewed and used to make informed decisions and set department/program goals in support of continuous improvement.