

# 2018-19 Strategic Initiative Placemat

## Wrap Up and Status Report

### Academic Quality: Strategic Initiatives

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

#### **Objectives:**

- 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.
- 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.

#### **Strategic Initiative: Math Progression and Completion (GP) (HSI)**

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

**Activity Description:** Collaborate with Guided Pathways Math Workgroup.

**Activity Objective(s) and tasks completed:** In order to increase the percentage of certificate- or degree-seeking students who successfully progress from developmental math and writing to college level courses, these workgroups have been created to explore and implement strategies that help support this effort. Both groups are piloting co-requisite courses for students enrolled in developmental math and writing courses this Spring term and will evaluate effectiveness for future terms. This work is being done within our Guided Pathways effort. In addition, these groups have implemented multiple measures for placement into reading, writing and math. Reports directly to CAPS Advisory Council at regular intervals.

**Activity Description:** Update Math Offerings and Support Services.

**Activity Objective(s) and tasks completed:** MTH020 to be offered as a non-credit course. Piloting a MTH070-to-MTH095 2-week bridge course to prepare students that received a D in MTH070 for a late start MTH095. Updating the Math Learning Center to the Math Hub with modified hours for individualized study and expanded services.

**Initiative Status:** Work is progressing, moved to section two of the strategic plan.

#### **Strategic Initiative: Student Learning Outcomes and Assessment (GP)**

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

**Activity Description:** Student Outcomes and Assessment

**Activity Objective(s) and tasks completed:** Most programs have assessments in place. Initiated significant work with Gen Ed Departments on developing draft Program Goals and Objectives (Science, Math, Engineering & Computer Science; Education, Languages and Social Sciences; and Liberal Arts). New Academic Management Software was requested through budget process for 2019-20. The college is not to scale reporting or analyzing.

**Initiative Status:** Work is stalled, will remain on the placemat.

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### Strategic Initiative: Professional Development (HSI)

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.

**Activity Description:** Establish Faculty Professional Development Workgroup.

**Activity Objective(s) and tasks completed:** Workgroup formed to offer incentivized faculty professional development training plan. March 2019 training sessions for faculty have taken place. May 2019 trainings are scheduled. Part-time faculty will be offered a stipend/meeting rate in alignment with standard college practice. Peer-led training module will begin development this summer.

Establish a webpage to track all available trainings (on campus, local, national) for all employee groups.

**Initiative Status:** Work is progressing, moved to section two of the strategic plan.

### Strategic Initiative: Program Review & Planning (GP)

Define processes, expectations, and relationships between program review, annual plan, annual report, and resource allocation.

**Activity Description:** Continue implementing program review

**Activity Objective(s) and tasks completed:** Significant progress has been made in completing the 6-year cycle. Program Review process has been institutionalized. Program Review Steering Committee chartered March 2018.

Program Reviews completed this year: International Programs, Financial Aid/Veterans, History, CWE, Criminal Justice, Languages, Horticulture, ESOL, High School Programs, Automotive Technologies.

**Initiative Status:** Work is institutionalized, will be removed from placemat.

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### Access: Strategic Initiatives

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

#### **Objectives:**

- 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.
- C) College initiatives limit costs of attending college.
- D) Student population reflects the adult population in the college's service area.
- E) College employee groups reflect the student population race/ethnicity.

#### **Strategic Initiative: Academic Program Offerings (GP)**

Develop new academic programs, review the sustainability of programs and course offerings. Utilize new delivery methods and modalities to meet student and workforce needs.

##### **Activity Description:** Develop New Program Offerings

**Activity Objective(s) and tasks completed:** Anesthesia Tech, Diesel Mechanic, Media Digital Arts, Wine Hospitality Operations, and one year certificates in Building Inspection have been approved by the NW Commission of Colleges and Universities. Cybersecurity will be considered by NWCCU soon. A Machining Certificate has been approved by the state. New certificates in the Business Management and Human Services have gone through curriculum committee and now moving on for board approval in: Entrepreneurship and Small Business Management, Micro-business Operations and Direct Service Professional. Truck Driving is being developed as a non-credit training certificate with Willamette Workforce Partnership and has been approved by the State. Networking Certificate will be suspended and a teach out will be conducted in 2018-19.

##### **Activity Description:** Develop a strategic plan for the online department and offerings

**Activity Objective(s) and tasks completed:** A vision for the online department was developed : "By 2025, Chemeketa will be a statewide leader and resource for online education. We will have strategically expanded online delivery as part of the Access core theme. We will have established a comprehensive eCampus and be offering 33% of the college's credit courses online. We will have comprehensive advising, student support services, and funding for innovative faculty projects. We will have expanded statewide partnerships with other colleges and universities to support transfer initiatives and will be actively engaged in non-credit offerings."

**Initiative Status:** Work is progressing, moved to section two of the strategic plan.

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### Strategic Initiative: Affordability (GP) (HSI)

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

**Activity Description:** Course and Textbook Affordability

**Activity Objective(s) and tasks completed:** 50% of course materials (based on CRN's - not courses) are now \$40 or less and 75% of them are \$100 or less. We have added more Course Materials Fee (CMF) courses, but no new major additions. Chemeketa Press is now the publisher of 6 of our top 10 selling titles. Lending Library continues to improve its processes, and more students are accessing free textbooks during each term as well as frequenting the library services more often.

While major benchmarks for textbook affordability are being met or exceeded, one of the major initiatives, the Chemeketa Press continues to operate with inadequate physical space. Permanent is space needed that contains room for employees, and work areas for students and clients.

Developmental Reading and Writing have reorganized two entry classes to reduce the cost and credits for each of the two courses. The amount of time spent with students is still the same, but students will not pay or receive the extra 1-2 credits that the courses reduced.

**Initiative Status:** Work is progressing, moved to section two of the strategic plan.

### Strategic Initiative: Equity and Diversity of Employees

Increase the racial/ethnic diversity of our employees to represent our student populations and community (currently 32.2%). Enhance the cultural competency of the college community.

**Activity Description:** Increase Cultural Competency

**Activity Objective(s) and tasks completed:** The Affirmative Action report was completed and the College has increased faculty racial/ethnic diversity by 1.4%. The Diversity & Equity Officer was hired. The college employee recruitment and hiring processes continue to be assessed with an equity lens.

Institutional Cultural Competence plan completed. Cultural Competency training has been formalized and is underway. Evaluation forms are being updated to support the cultural competency milestone.

**Initiative Status:** Work is progressing, will remain on placemat as "Access and Equity"

### Strategic Initiative: Enrollment (GP) (HSI)

Coordinate recruitment/retention efforts to increase or sustain FTE.

**Activity Description:** Increase Recruiting and Retention Efforts

**Activity Objective(s) and tasks completed:** The CAPS Workgroup is currently highly focused on improvement of onboarding, review of business processes and student communications. Awaiting the new marketing director to start. A recruitment committee has been established.

Navigators have completed training and have been conducting recruitment presentations in the Salem-Keizer high schools.

**Initiative Status:** Work is progressing, will remain on placemat as "Engage in Strategic Enrollment Management"

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### Community Collaborations: Strategic Initiatives

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

#### Objectives:

- 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.
- 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.

#### Strategic Initiative: College Credit Now and Accelerated Learning (GP)

Redesign College Credit Now (Accelerated Learning) to align with student educational goals.

**Activity Description:** Alignment with Guided Pathways

**Activity Objective(s) and tasks completed:** The college is looking at alignment with Guided Pathways' identification of Core Transfer Maps (CTM) tied to each Major Transfer Map (MTM) being developed at the statewide level. A new model of dual credit focused on Guided Pathways courses of meaningful credit is being discussed that may limit certain courses being offered. CTM information will be used to identify the core transfer classes offered by CCN.

A draft of an advising model in high schools for dual credit has been created, and roll out is currently underway. Sponsored models are being piloted in 5 high schools in CAM, and another in History with one high school.

**Initiative Status:** Work is progressing, moved to section two of the strategic plan.

#### Strategic Initiative: Agricultural Complex Development

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

**Activity Description:** Building Planning

**Activity Objective(s) and tasks completed:** Interviews for the Construction Manager/General Contractor (CM/GC) are underway. The building is in the final stages of Design Development and cost estimation. Groundbreaking ceremony was held on June 11, 2019. Fundraising meetings have been scheduled.

**Initiative Status:** Work is progressing, will remove from placemat

#### Strategic Initiative: College Readiness through Educational Partnerships (GP)

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

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**Activity Description:** Summer Bridge Programs

**Activity Objective(s) and tasks completed:** The summer bridge program renamed iSTART and has doubled last summer's cohort size, with six week-long sessions, from July 8 to August 15 at the Salem Campus, two sessions, July 15-18 and August 5-8, at the Yamhill Campus, and one session, July 22-25, at the Woodburn Center. The weekly program will include a CTE component, Getting Started Steps, Financial Aid Assistance, Advising and Registration.

**Activity Description:** Math Curriculum Alignment

**Activity Objective(s) and tasks completed:** No formal agreement has been made with SKSD regarding high school-to-college math alignment. Ongoing discussions through College Credit Now maintain the agreed-upon math curriculum outcomes. Multiple measures are being implemented with College Credit Now to meet with Chemeketa's placement requirements.

**Initiative Status:** Work is institutionalized, will be removed from placemat.

**Strategic Initiative: University Transfer (GP) (HSI)**

Improve student transfer to universities through partnerships and articulation agreements.

**Activity Description:** Statewide Major Transfer Map (MTM) Work

**Activity Objective(s) and tasks completed:** Work has transitioned from institutional articulation agreements to the statewide, HECC-supported, Major Transfer Maps (MTM). Seven major pathways identified: Business, Biology, Community Health Education, Computer Science, Criminal Justice, Exercise Science, Psychology. Work continues on a statewide basis with Chemeketa faculty and administrators actively participating on each MTM.

**Initiative Status:** Work has transitioned, remove from placemat.

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### Student Success: Strategic Initiatives

Students progress and complete their educational goals

#### Objectives:

- 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.

#### Strategic Initiative: Guided Pathways (GP) (HSI)

Implement the Guided Pathways (GP) system in order to improve student progression and completion.

**Activity Description:** Implementing Guided Pathways (GP)

**Activity Objective(s) and tasks completed:** The college was admitted into the Oregon Guided Pathways Cohort One. GP workgroups have been established, focusing on Mapping & Meta Majors, Design, Student Experience, Academic Support & Developmental Education, and Assessment & Institutional Research. All academic areas have completed first draft academic plans. Student onboarding process is being redesigned; phase one has been completed which includes simulating a new student's experience from digital point of contact to registration; visually mapping our business processes; and evaluating our student communications. Hoping to coordinate data at state-wide level as well as disaggregate our own data to monitor progress of students.

**Initiative Status:** Work is progressing, will remain on placemat

#### Strategic Initiative: Data Informed College (GP) (HSI)

Improve the current system and quality of data to inform decisions and measure effectiveness. Create a culture that uses data to analyze and improve the effectiveness and efficiency of departments, programs, courses, services and activities in support of student success.

**Activity Description:** Improve College Access to Data

**Activity Objective(s) and tasks completed:** Work is on track and progressing. IR has created interactive reports with drill-down capability using Tableau data visualization software. This was presented at a board meeting, an Admin Team meeting and an All-Staff Forum. A roll out plan, including training, is in progress. Training workshops will be available to deans, directors and PC's summer term. College-wide roll-out will occur during Inservice, with targeted user training events to be arranged. Work continues to identify solutions for general department reports and ad-hoc data query (non-report based data access).

**Initiative Status:** Work is progressing, moved to section two of the strategic plan.

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### Strategic Initiative: Integrated Education and Training (IET) (GP)

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

**Activity Description:** Improve Student Access to IET Programs

**Activity Objective(s) and tasks completed:** Significant programming has been created and implemented.

Programs on board to support second language programming: Early Childhood Education, Welding, Healthcare. Tracking of students is underway. Participated in Annual Career Pathways meeting with the State of Oregon to focus on next year's offerings.

**Initiative Status:** Work is progressing, moved to section two of the strategic plan.

### Strategic Initiative: DHSI Chemeketa Accelerated Pathways to Success (CAPS) / Student-Ready College (GP) (HSI)

Implement Developing Hispanic-Serving Institution (DHSI) grant.

(1) Improve student access, retention, and degree or certificate completion, especially for Hispanic and low-income students.

(2) Improve institutional efficiency and effectiveness through a college-wide infrastructure of shared collaboration.

**Activity Description:** Year One Launch of CAPS

**Activity Objective(s) and tasks completed:** On track with all HSI-CAPS work. Year-end report due fall term 2019. The Title V (CAPS) Advisory Council (Steering Committee) and work group has been created and chartered. All key grant personnel have been hired. Work is currently underway to redesign the student admissions and enrollment process including mapping out the major steps of student onboarding, and reviewing attrition data as students complete each step. Financial Aid has cross-trained advisors and counselors on how view a student's aid status. Providing professional development equity training opportunities for faculty and staff. Partnering closely with the Guided Pathways Steering Committee.

**Initiative Status:** Work is progressing, moved to section two of the strategic plan.