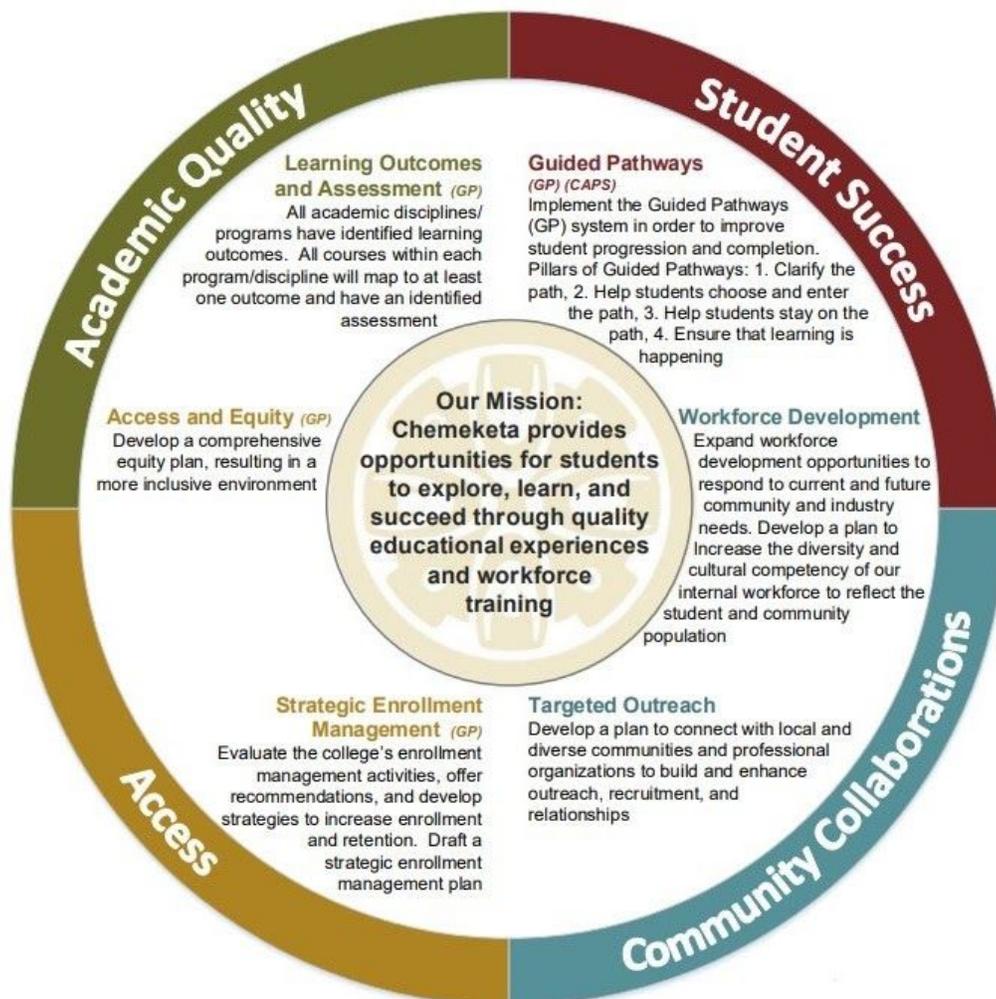


Chemeketa Community College 2019-2020 Strategic Placemat

Year-end Initiative Wrap-up - Status and Progress Updates -



Updated September 1, 2020

Academic Quality: Strategic Initiatives

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

Strategic Initiative: Learning Outcomes and Assessment (GP)						Value: Innovation	
Activity Timeline:	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022

Ensure all academic disciplines/programs have identified learning outcomes. All courses within each program/discipline will map to at least one outcome and have an identified assessment.

Executive Sponsors: Don Brase, Jim Eustrom

Current Updates	Initiative Status:
	On Track
<p>2019-20 Key Accomplishments and Activities</p> <ul style="list-style-type: none"> • LMS software (Canvas) has been purchased and configured. Full implementation and adoption has been postponed from Summer 2020 to Fall 2020 due to higher priority work - supporting faculty transition from face-to-face to remote instruction in response to COVID-19 [DB 8-17-20] • Convened a committee of Gen Ed faculty over the summer to participate in outcomes and assessment work. Committee will be expanded to all faculty groups during fall term. [DB 8-17-20] • In winter and spring terms faculty mapped all courses to program outcomes and identified/verified assessment courses and assessment tools. 	
<p>Annual Milestone Status</p> <ul style="list-style-type: none"> • ON TRACK - Change focus to connecting <u>all</u> courses to program/discipline outcomes/goals • ON TRACK - Each Gen Ed discipline has established and published goals, objectives, outcomes, and assessments • BEHIND SCHEDULE - All disciplines are assessing and reporting program outcomes 	

Access: Strategic Initiatives

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

Strategic Initiative: Access and Equity						Value: Equity	
Activity Timeline:	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022

Develop a comprehensive equity plan, resulting in a more inclusive environment.

Executive Sponsors: Vivi Caleffi Prichard, Alice Sprague

Current Updates	Initiative Status:
On Track	
<p>2019-20 Key Accomplishments and Activities</p> <ul style="list-style-type: none"> ● Equity Roadmap <ul style="list-style-type: none"> ○ Student and employee experience/climate survey was deployed and preliminary data shared with the Diversity Advisory Council. IR is conducting a comprehensive data analysis and an executive summary has been shared with the Executive Team. The analysis will be presented to students and employees next academic year. ○ The work of the Diversity Advisory Council for the next academic year will include developing an action plan based on the survey results. ○ COVID-19 has made social and financial inequities more strikingly visible and has required the college to respond to the pandemic with a focus on equity. Lessons learned from the pandemic will also help inform the equity roadmap. ○ Cultural competency training and professional development opportunities have been provided to employees on updated websites and sent through all-staff email. These continued and expanded offerings complement the work at the college to provide a framework for a common understanding of equity among students, staff and faculty. There has been an increase in participation during Spring and Summer term. ○ A survey was sent out to new employees hired within the last 12 months. The purpose was to understand the onboarding experience from the employee’s perspective. This information will be used in future redesign work. Remote work has impacted this redesign in a positive way, allowing us to move to an online format with our current applicant vendor. Human Resources, in collaboration with the Diversity and Equity Office, launched the college’s new onboarding site in May. ○ An equity framework was developed for use by Guided Pathways teams. 	
<p>Annual Milestone Status</p> <ul style="list-style-type: none"> ● ON TRACK - Employee/Student Experience survey has been administered and results have been reviewed ● BEHIND SCHEDULE - A college-wide decision-making tool (equity lens) has been developed ● ON TRACK - A redesigned employee onboarding process has been implemented ● ON TRACK - Equity Scorecard has been revised 	

2019-2020 Chemeketa Community College Strategic Placemat Wrap-up

Strategic Initiative: Strategic Enrollment Management (GP) (CAPS)						Value: Stewardship	
Activity Timeline:	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022

Evaluate the college’s enrollment management activities, offer recommendations, and develop strategies to increase enrollment and retention. Draft a strategic enrollment management plan

Executive Sponsor: Manuel Guerra, Jim Eustrom

Current Updates	Initiative Status:
	Delayed
<p>2019-20 Key Accomplishments and Activities</p> <ul style="list-style-type: none"> ● A Strategic Enrollment Management Team has been formed to identify short- and long-term opportunities to increase student retention and enrollment, resulting in a multi-year enrollment plan. The team is reviewing data and implementing interventions to reach out to students. <ul style="list-style-type: none"> ○ A New Student Inventory survey has been developed to identify areas where incoming students may need additional resources or support. It is administered to all credential seeking students at time of application. This will improve consistency of approach for Salem and Outreach students. An intervention team is looking at student inventory data and evaluating the appropriate supports for students. ○ Additional financial aid staff have been hired to improve the student experience through expanded customer service hours and the addition of fillable forms available online. Financial aid processes have been modified to eliminate the student information form, the high-loan appeal process, and collection of high school completion data. ○ A district-wide comprehensive outreach and recruitment plan work has begun ○ In response to COVID-19, a Student Remote Learning Hub page was developed as a one-stop resource for students to connect to needed resources. 	
<p>Annual Milestone Status</p> <ul style="list-style-type: none"> ● BEHIND SCHEDULE - A draft strategic enrollment management plan has been created <ul style="list-style-type: none"> ○ ON TRACK - Identify targeted areas for growth ○ ON TRACK - Resource allocation/reallocation according to college priorities ● ON TRACK - Potential applied baccalaureate programs have been identified 	

Community Collaborations: Strategic Initiatives

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

Strategic Initiative: Workforce Development						Value: Collaboration		
Activity	Timeline:	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022

Expand workforce development opportunities to respond to current and future community and industry needs. Develop a plan to increase the diversity and cultural competency of our internal workforce to reflect the student and community population.

Executive Sponsors: External: Holly, Johnny
Internal: Vivi Caleffi Prichard, Alice Sprague

Current Updates	Initiative Status:	On Track
<p>2019-20 Community Workforce Development Activities:</p> <ul style="list-style-type: none"> ● As a result of COVID-19, truck driving and CDL training has been put on hold indefinitely. However, discussions are in place about expanding our training to the forestry sector and adding in specialized training tracks. ● Non-credit IET training with Willamette Workforce Partnerships was completed, and a new grant was written to support this work and expand the number of spaces available. ● Diesel mechanics: a new faculty member was hired and curriculum development has started; the building was secured, rezoned, and tenant improvements are underway for a January 2021 start. 		
<p>2019-20 Chemeketa Employee Workforce Development Activities:</p> <ul style="list-style-type: none"> ● Employee Diversity <ul style="list-style-type: none"> ○ As a result of COVID-19, the Human Resources department and the Diversity & Equity office have collaborated to identify and promote equitable recruitment practices for a remote environment, including incorporating online trainings and remote search committee meetings, and tips for candidates and search committees for online interviews. ○ Participation in cultural competency offerings have increased during spring and summer. ○ Departments have piloted blind screening of applications with success. ○ Review of return on investment in advertising in diversity-related job boards and planning. ○ More inclusive onboarding process utilizing new technology. ● Faculty Diversity <ul style="list-style-type: none"> ○ An academic-focused task force was created to identify and propose best practices in hiring diverse faculty. Due to the focus on shifting instruction to a remote format, the task force meetings were canceled and the structure for the work will be reconsidered given our remote environment. 		
<p>Annual Milestone Status</p> <ul style="list-style-type: none"> ● ON TRACK - 30 students have been placed into internships in Polk and Woodburn ● ON TRACK - 2 cohorts of students have completed the truck driving program ● ON TRACK - 4 new non-credit workforce trainings have been offered with Willamette Workforce Partnership ● SIGNIFICANT DELAY - A plan has been developed for awarding and recording non-credit CEUs ● ON TRACK - Current employee recruitment, hiring and retention processes have been analyzed for adjustment ● BEHIND SCHEDULE - Employee onboarding-to-separation measures have been identified, data collected for analysis 		

Strategic Initiative: Targeted Outreach							Value: Collaboration	
Activity Timeline:	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	

Develop a plan to connect with local and diverse communities and professional organizations to build and enhance outreach, recruitment, and relationships.

Executive Sponsors: Jessica Howard, David Hallett, Manuel Guerra

Current Updates	Initiative Status:
	On Track
2019-20 Key Accomplishments and Activities	
<ul style="list-style-type: none"> ● A college-wide Director of Community Relations was hired February, 2020 <ul style="list-style-type: none"> ○ Created a draft of community relations plan to build and enhance outreach and relationships ○ Developed a list of community involvement for staff and Board of Education to identify current areas of influence ○ Developed a newsletter for community leaders, elected officials, retirees, providing updates on how the college is supporting students and the community ● Student recruitment/outreach efforts are summarized above, under the Strategic Enrollment Management initiative 	
Annual Milestone Status	
<ul style="list-style-type: none"> ● BEHIND SCHEDULE - An inventory of existing outreach practices has been created ● BEHIND SCHEDULE - An inventory of partnerships (including purpose of partnership) with community organizations has been created <ul style="list-style-type: none"> ○ BEHIND SCHEDULE - Identify the gaps within service district coverage ● SIGNIFICANT DELAY - A strategic implementation plan has been created 	

Student Success: Strategic Initiatives

Students progress and complete their educational goals.

Strategic Initiative: Guided Pathways (GP) (CAPS)						Value: Innovation	
Activity Timeline:	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022

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

Pillars of Guided Pathways: 1. Clarify the path, 2. Help students choose and enter the path, 3. Help students stay on the path, 4. Ensure that learning is happening

Executive Sponsors: Don Brase, Jim Eustrom

Current Updates	Initiative Status:
	(almost) On Track
<p>2019-20 Activities:</p> <ul style="list-style-type: none"> Continuing to involve larger numbers of faculty, classified and administrators in Guided Pathways work, through committee and workgroup involvement All CTE programs and transfer majors were clustered into seven Pathways, term-by-term programs maps were developed by program faculty as course recommendations for full-time students. The admissions Application Form was redesigned to better identify student intent The Pre-Pathways workgroup has developed a proposed two-term model to quickly move students into college-level coursework The Academic Support workgroup built and activated a Virtual Learning Center, partially in response to COVID-19, to create a single point of contact for students needing academic support resources. A major Degree Works software update and full implementation is nearly complete. It will allow advisors to work with students to develop Academic Plans, and to track student progress towards completion. This will improve advisors' ability to quickly identify students in greatest need of academic assistance. Advising checklists have been developed to streamline and standardize the advising experience. 	
<p>Annual Milestone Status</p> <ul style="list-style-type: none"> ON TRACK - Meta-majors have been developed and are informing the 2020-21 catalog ON TRACK - All programs and disciplines are clustered within meta-majors BEHIND SCHEDULE - The new academic counseling and advising model has been designed and implemented for Fall 2020 advising ON TRACK - Degree Works implementation is completed by summer 2020 ON TRACK - Admissions application has been updated to align with meta-majors 	