

# Emergent Needs Plan

2023-2025



**COLUMBIA GORGE**  
COMMUNITY COLLEGE

June 2024

# ē' mərjənt nēd (n)

“Needs and requirements that *emerge* during the year that had not been previously planned or prioritized.”

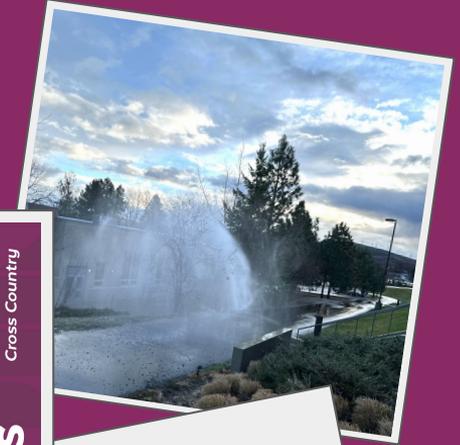
## “Emergent Needs” arise from:

- New legislative or compliance mandates
- Prioritized policies and/or commitments that have unforeseen implementation costs
- Identifiable harm that will result to a program or the college if no action is taken

# Emergent Needs 2023-25

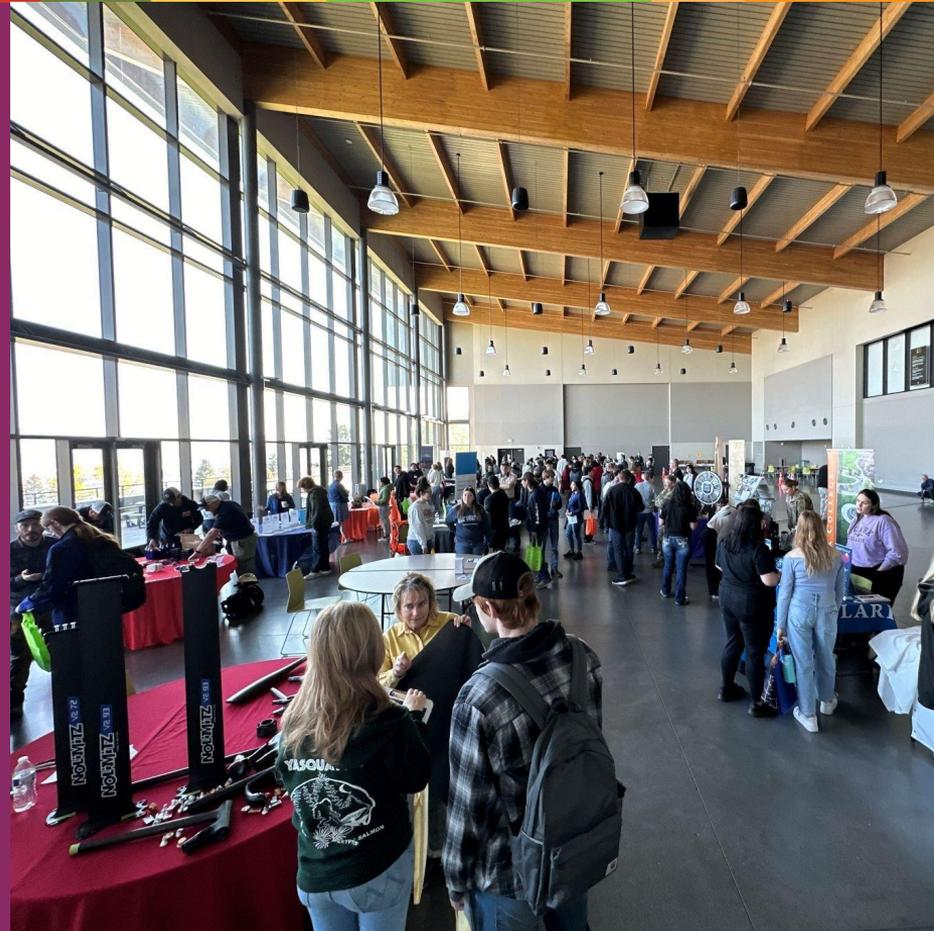
## 2023-24 Carryovers

- » Implement technology improvement plan, including managed services for Anthology, improving WiFi networks, and adopting multi-factor authentication
- » Develop public relations strategy to build support for renewal of capital bonds
- » Prepare for 2024-25 cross country team; recruit and hire coach



# Ensuring equitable access to education

- » Design and implement a more need-based, equity-minded institutional aid and scholarship strategy
- » Develop a student-driven, two-year schedule
- » Develop and implement comprehensive marketing plan
- » Evaluate expansion of athletics programs
- » Develop and expand collaboration with Juntos and MEChA programs
- » Investigate a new College Now business model
- » Identify funding for full-time ECE faculty to support instruction in Early Childhood Education classes



# Ensuring equitable access to education

- » Create more streamlined admissions, advising, and onboarding processes
- » Assess and articulate "new inquiry" and matriculation communication flows into Adult Basic Education programs
- » Seek continued funding for STEP coordinator through AY24-25
- » Assess and cover students' financial aid needs resulting from 2024-25 FAFSA implementation
- » Offer additional ESOL class sections to meet student demand
- » Investigate funding to sustain and extend the Spanish GED program, which was piloted through the ARPA grant



# Advancing equitable student learning and educational outcomes

- » Continue systematic review of disaggregated student achievement data at the program level
- » Strengthen and expand Tutoring and Mentoring Services
- » Explore implementation of a degree program audit
- » Investigate implementation of early alert system in collaboration with Academic Advising
- » Continue faculty professional development, particularly centered on DEI best practices (i.e., anti-racist, culturally-responsive) within the delivery of curriculum
- » Reimagine Satisfactory Academic Progress (SAP) process



# Advancing equitable student learning and educational outcomes

## Develop and implement strategy to improve student completion and success:

- Develop strategy to improve: Advising, Student Engagement, and Funding Equity
- Assess and place new students into math and writing corequisites
- Eliminate developmental math and writing beginning AY25
- Require 4-credit FYE course for Transfer degrees AY25, and explore embedding outcomes in CTE programs
- Establish 2-year class schedule
- Investigate adoption of High Impact Practices
- Develop and implement IET programming
- Support the development of student career advising plans
- Establish CPL data indicators and update or create related processes



# Fostering economic growth, inclusive prosperity, and a thriving community

- » Update and revise CGCC's hiring process, including providing training to committees to hire more diverse faculty and staff
- » Prioritize and elevate DEI, anti-racism, culturally affirming, trauma informed, and LGBTQ2SIA+ affirming training to all faculty, staff, administrators and ASG (student leaders)
- » Investigate and adopt a meaningful shared governance body, e.g., College Council
- » Hire full-time Ag Tech faculty to support agricultural technology program in AY2026-27
- » Investigate need for Behavioral and Mental Health programming



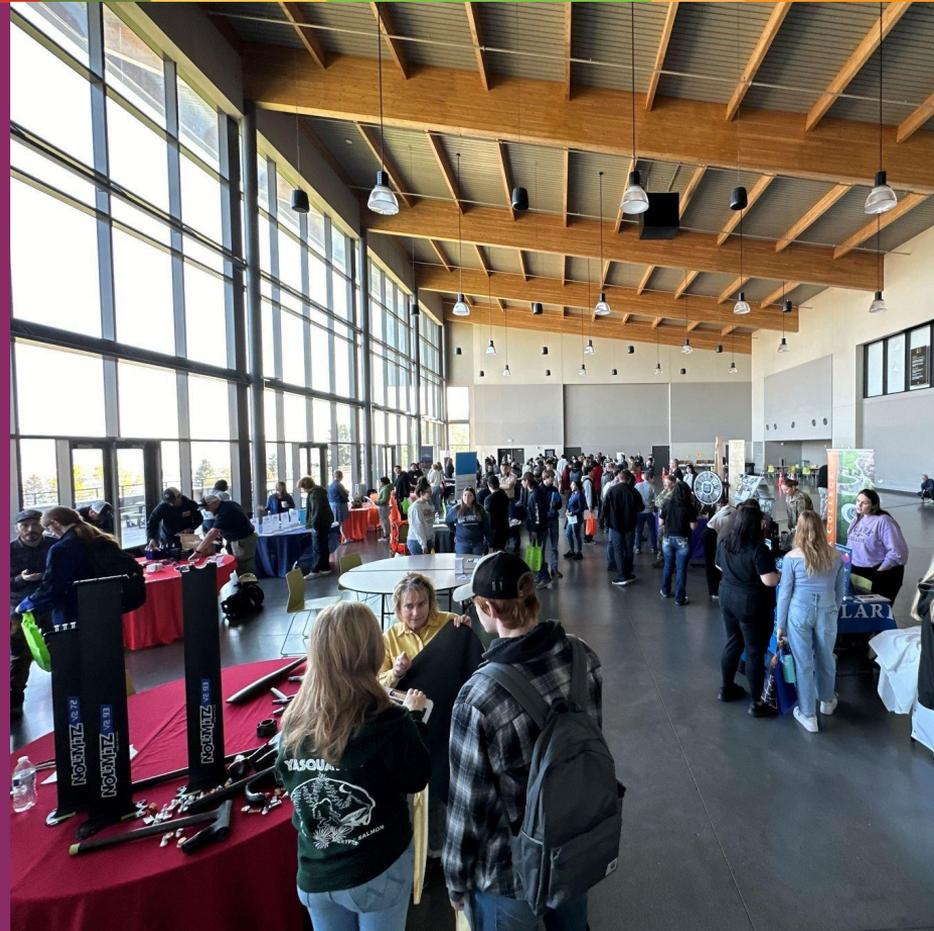
# Fostering economic growth, inclusive prosperity, and a thriving community

- » Identify and develop space for campus Multicultural Center
- » Continue to support new Early Learning Center in partnership with Columbia Gorge ESD and North Wasco County School District
- » Generate support and funding for new hangar and business park at the Columbia Gorge Regional Airport
- » Explore involvement with Rural Guided Pathways initiative
- » Investigate ethnic studies/social sciences faculty



# Ensure adequate institutional capacity

- » Sustain the Director of Nursing & Health Occupations position
- » Develop and implement consistent Emergency Operations Command (EOC) procedures and practices
- » Develop an incident reporting and management system
- » Create new Process Maps for all financial aid services
- » Research and explore Customer Relationship Management (CRM) software to support recruitment and community relationships
- » Prioritize and implement Facilities Master Plan





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# Emergent Needs 2023-24

- » Update and revise CGCC's hiring process, including providing training to committees to hire more diverse faculty and staff
- » **Increase IT capacity**; release competitive Request For Proposals for managed services.
- » **Replace and upgrade college wi-fi network**
- » Continue to provide coordination of basic needs supports for students through the STEP program
- » **Implement Multi-Factor Authentication to college employees to enhance college's cybersecurity**
- » **Develop a successful campaign to renew CGCC's capital bond, including using expert legal and public relations specialists**
- » For Nursing program development and paramedic program implementation, provide grant matching funds to enhance Simulation Lab and purchase Paramedic program equipment
- » Create an Office for College Advancement to better align the work of the Foundation with the college and generate additional financial resources
- » Adjust instructional budgets to increase financial accountability and avoid over-expenditure.
- » Prepare for 2024-25 cross country team; recruit and hire coach
- » Participate in Excelencia in Education's "Analysis Bundle" to increase capacity to serve Latino/a students