COLUMBIA GORGE
COMMUNITY COLLEGE

Strategic Work Plan 2016-2019

OPERATIONAL REPORT TO THE BOARD OF EDUCATION 3-14-2017

MISSION

Columbia Gorge Community College builds dreams and transforms lives by
providing lifelong educational programs that strengthen our community.

VISION

Become the first option of choice for education and training services
in the communities we serve.

CORE VALUES

Respect
Integrity
Community
Excellence
Learning
Service

CORE THEMES

Building Dreams (Opportunities)
Transforming Lives (Education)
Strengthening Our Community (Partnerships)

Strategic Goals, Objectives, and Action Items

The following pages outline each Goal's objective, intended outcomes/measures, targets, related core theme(s), objective lead(s), planned actions, time-lines, action lead, and action status.

Goal Summary

Strategic Goal #1: Increase enrollment of underserved students (Hispanic, 1st Generation, Low-income)

Strategic Goal #2: Increase Retention and Completion Rates

Strategic Goal #3: Provide Curriculum and Programs that are Relevant and Diverse

Strategic Goal #4: Expand Collaborations with Business, Industry and Educational Partners

Strategic Goal #5: Stable, Flexible Funding that Maintains Quality Programs, Faculty and Staff

Aspirational Goal: To better serve the students in our region by becoming a Hispanic Serving Institution by 2021

Table of contents

(Table of contents last updated: 3/06/17:16:10)

Strategic Goal #1: Increase enrollment of underserved students (Hispanic, 1ˢᵗ Generation, Low-income)

Objective	Intended Outcomes / Measures	Target	Core Theme	Lead(s)
1. Outreach to regional high schools	·Increased enrollment of 18-19 year olds ·Increase in enrollment of underserved students ·Increase in dual-credit opportunities ·Increase in activities that foster collaboration with high school counselors ·FTE enrolled in: Running Start, Expanded Options, College Now, Early College, Gorge Scholars, Oregon Promise	· 5% increase in enrollment of 18-19 year olds meeting the underserved criteria · Increased number of high school students participating in dual credit courses · Increase in activities that foster collaboration with high school counselors	A2.1, A3.2	Eric/ Student Services Mary Kramer/ Dual Credit

Work Plans to accomplish above objective			
Action	**Schedule**	**Lead**	**Status**
Identify courses for SD21 for dual enrollment/dual credit	Delivery of expanded college offerings by Fall 2017	Peg Caliendo	**Ongoing:** Received grant to host worksessions related to middle college concept. Work sessions between administrations is ongoing. Faculty work groups will begin during late winter and early spring terms Consortium Coordinator Hosted Perkins site visit of RET program, including HECC Perkins Specialist and Perkins Alliance
Create Pathway from HRVHS engineering program to CGCC computer science program	Establish cohort by Fall 2017	Mary Kramer	**Started--On Target:** Mary Kramer and Rich Polkinghorn are discussing details.

Update career pathways templates for each high school	Summer 2017	Peg Caliendo	
Provide awareness/information workshops on student rights and concerns specific to our Hispanic student population. In partnership with OSU and Juntos.	February 16th and 22nd.	Kelly Sullivan/ Ann Harris	On target. Event on 16th was well received with more than 100 participants in attendance. First event was in Hood River, second event was held on The Dalles campus with well over 100 participants.

Strategic Goal #1: Increase enrollment of underserved students (Hispanic, 1st Generation, Low-income)

Objective	Intended Outcomes / Measures	Target	Core Theme	Lead
2. Marketing that focuses on college-going culture and knowledge about CGCC's programs	·Development of comprehensive marketing plan ·Expanded social media communication ·Relevant and current website information ·Internal and external awareness of programs, events and activities ·FTE of students enrolled in credit (LDC & CTE), Pre-College, ESOL, Community Ed, SBDC CCP, Customized Training ·FTE of students enrolled in Running Start, Expanded Options, College Now, Early College, Gorge Scholars, Oregon Promise ·Community awareness and perception of CGCC	·Marketing plan completed by September 1, 2017 ·Expanded social media communication ·Relevant and current website information ·Internal and external awareness of programs, events and activities	A1.1, A1.2, A1.3, A2.1, C1.2	Eric/Student Services

Work Plans to accomplish above objective			
Action	**Schedule**	**Lead**	**Status**
A CGCC Marketing Plan has been developed and proposed by Dan Spatz. Implementation is underway.	2017 Calendar Year	Dan Spatz	In Progress
The Student Success Team has a subcommittee reviewing relevancy, currency, and recency of all information on the CGCC website. This work is currently underway.	March 2017	Jessica Griffin Conner	In Progress
Prospective Student Customer Relationship Management Software for implementation of student communication plan.	March 2017	Eric Studebaker	Completed

Strategic Goal #1: Increase enrollment of underserved students (Hispanic, 1st Generation, Low-income)

Objective	Intended Outcomes / Measures	Target	Core Theme	Lead
3. Identify a small number of high impact practices for CGCC to develop and implement	·Professional development that emphasizes high impact practices in supporting underserved populations ·Data is used to drive decisions to increase successful outreach activities ·High impact practices are consistently utilized ·Enrollment of underrepresented populations	· 50% of college faculty and staff participate in professional development offered by the college	A3.2	Eric Student Services

Work Plans to accomplish above objective			
Action	**Schedule**	**Lead**	**Status**
College Level Examination Program (CLEP) testing and outreach to Spanish-speaking high school students.	Testing to begin April 2017.	Eric Studebaker	Initial approval has been granted by TDHS, opportunity remains for engagement with HRVHS.
Develop a student life organization to support hispanic students on campus.	Ongoing, the club has already met once and the club advisor is continuing to market the opportunity.	Kelly Sullivan	In progress.
Apply for designation as Hispanic Serving Institution and member of the Hispanic Association of Colleges and Universities. Membership information can be found at www.hacu.net. **Currently, CGCC is the only HSI designated in the State of Oregon**	Winter Term	Eric Studebaker	Completed. Designation and membership approved February 2017.

Strategic Goal #2: Increase Retention and Completion Rates

Objective	Intended Outcomes / Measures	Target	Core Theme	Lead
1. Develop Guided Pathways model for CGCC programs	·Institutional plan to transition to guided pathways model ·Professional development to enhance quality instruction and student services ·Increase retention and completion ·Student retention over 3 consecutive terms ·Percent retention fall to fall	·By June 2017, CGCC will have a plan in place ·10% of faculty will participate in professional development ·5% increase in retention and completion rates by 2019/20 academic year	B1.1, B1.2	Lori/ Instruction Eric/ Student Services

Work Plans to accomplish above objective			
Action	**Schedule**	**Lead**	**Status**

Strategic Goal #2: Increase Retention and Completion Rates

Objective	Intended Outcomes / Measures	Target	Core Theme	Lead
2.Create a safe and secure campus culture that promotes diversity and student engagement	·Enrich and expand on-campus activities and events ·Greater participation in campus activities and events ·Increased student satisfaction and engagement ·Greater utilization of student supports ·Opportunities for broader student/faculty engagement ·Student satisfaction with CGCC experience ·Student retention over 3 consecutive terms ·Percent retention fall to fall	·Increased numbers of students participating in campus activities and events ·Increased level of student satisfaction and engagement with each survey cycle	A4.1, B1.1 B1.2	Eric/ Student Services Michelle Gitel/ Student Life

Work Plans to accomplish above objective			
Action	**Schedule**	**Lead**	**Status**
Update Student Handbook and Related Processes	Completion August 2017	Eric Studebaker	Initial draft completed. Vetting process in progress.

Strategic Goal #3: Provide Curriculum and Programs that are Relevant and Diverse

Objective	Intended Outcomes / Measures	Target	Core Theme	Lead
1. Assess and develop academic and community education programs that are consistent with the needs of our service district	·Strengthen relationships with regional industries to inform program development that meet the needs of the service district ·Program development and improvements are based on program review process ·Utilize industry professionals in an advisory capacity to inform pertinent skills and knowledge necessary in specific industries ·Structure programming in order to maximize opportunities for students and community partners ·Percentage of FTE enrolled in non-credit courses (Community Ed, SBDC, CCP, Customized Training) compared to statewide average ·Learning outcomes at the course level (based on students' self-perception) ·Learning outcomes at the degree/certificate/program level ·Learning outcomes at the institutional level (Core Learning Outcomes) ·Regional industry satisfaction with CGCC	·Program review inform development ·Advisory committees established for all CTE programs by end of fall 2017-18 ·Program development guidelines established by May 2017	A1.3 B3.1 B3.2 B3.3 C1.2	Lori/ Instruction

Work Plans to accomplish above objective			
Action	**Schedule**	**Lead**	**Status**
Attend conference in budgeting and sustaining new academic programming	Winter 2017	LU	**Complete** Conference Jan 18-20. Registered

Establish program guidelines for new credit programs	May 2017	LU	
Hold focus groups to identify emerging and current employment training needs	By June 2018	Mary Kramer	**Ongoing** 1. Utilizing potential SB 5701 funding, initiated design of less-than-one-year (LTOY) 2. Manufacturing certificate for possible fall 2017 roll out. 3. Organized and facilitated workforce conversation with local Fermentation industry representatives 4. Secured new part-time faculty to develop Intro to Unmanned Aerial Systems course

Strategic Goal #3: Provide Curriculum and Programs that are Relevant and Diverse

Objective	Intended Outcomes / Measures	Target	Core Theme	Lead
2.Identify and implement the use of more high impact practices	·Identify a small number of high impact practices for CGCC to develop and implement ·Professional Development provided to inform faculty ·High impact practices are consistently utilized ·Data is used to inform educational design and instruction ·Reduction in disparities in students' performance ·Percentage of FTE enrolled in credit courses ·Enrollment of underrepresented populations ·Completion in Dev. Ed Writing with "C" or better ·Completion in Dev. E. Math with "C" or better ·Students who earn 15/30 credits in the year ·Learning outcomes at the course level (based on students' self-perception) ·Learning outcomes at the degree/certificate/program level ·Learning outcomes at the institutional level	·Practices identified by spring 2017 ·2017-18 Budget includes professional development fund ·Process for requesting professional develop dollars established by fall 2017	A1.1 A3.2 B2.3 B2.4 B3.2 B3.3	Lori/ Instruction

Work Plans to accomplish above objective			
Action	**Schedule**	**Lead**	**Status**
Establish PD schedule for 2016-17 academic year	Schedule by 12/31/16 PD events established for each term	LU	**Complete 21/30/16**
Establish process for requesting professional development	Spring Term 2017	LU	
Research and Identify High Impact Practices and develop professional development activities for 2017-18 academic year	Winter-Summer 2017	LU	**In Progress--On Target** Best practices identified and in

- Faculty Inquiry Groups - Growth Mindset - Co-requisite model			concert with state-level focus for the next year

Strategic Goal #3: Provide Curriculum and Programs that are Relevant and Diverse

Objective	Intended Outcomes / Measures	Target	Core Theme	Lead
3.Study and implement alternate delivery modes for instruction	·Determine viable delivery modes ·Develop and implement delivery ·Support student learning through the creation of educational opportunities that are accessible and flexible ·Increased access and flexibility of instructional programming ·Percentage of FTE enrolled in credit courses ·Enrollment of underrepresented populations ·Student satisfaction with CGCC experience	·Identification of viable modes by September 2017 ·Development and delivery by Fall 2019	A1.1 A3.2 A4.1	Paula Asher

Work Plans to accomplish above objective			
Action	**Schedule**	**Lead**	**Status**

Strategic Goal #4: Expand Collaborations with Business, Industry and Educational Partners

Objective	Intended Outcomes / Measures	Target	Core Theme	Lead
1.Develop degree partnerships and articulation agreements with other educational institutions	·Ensure alignment of programs with educational transfer requirements; ·Establish majors that articulate to EOU, OSU, PSU; ·Produce transfer maps that align to common majors ·Students who transfer to Oregon University System	·Refresh MOU with degree partnership institutions by spring 2018 ·Identify majors in concert with state guidelines by 2019 ·Transfer maps aligned by 2019 ·Establish majors that articulate to OUS universities; Create transfer maps	B2.7	Director of Training and Transfer programs (Lori Ufford lead while position is vacant)

Work Plans to accomplish above objective			
Action	**Schedule**	**Lead**	**Status**
Transition to OCNE curriculum	9/16-9/18 1st cohort fall of 18	Doris Jepson	**Started--On Target:** OCNE Documents reviewed by Curriculum Committee and approved. Signed by CAO and Dr. Toda Working with Susan Lewis on NOA and Labor Market sheet for State submission. Doris participated in OCNE Coordinating Council meeting

Strategic Goal #4: Expand Collaborations with Business, Industry and Educational Partners

Objective	Intended Outcomes / Measures	Target	Core Theme	Lead
2. Build stronger partnerships with regional K-12 school districts	·Increase successful transition between high school and CGCC ·Annual increase in the number of students participating in Gorge Scholars/Oregon Promise program ·Improved advisement and awareness of CGCC in high schools ·Establish an annual meeting with high school counselors to strengthen communication and advising of HS students ·FTE enrolled in Running Start, Expanded Options, College Now, Gorge Scholars, Oregon Promise and Early College ·Community awareness and perception of CGCC	Four percentage annual increase of local high school student enrollment; ·[X] established career pathways between districts and college; [X] percentage annual increase of high school students participating in dual credit courses; Max student participation in Gorge Scholars program (12)	A.2.1 C2.1	Eric/ Student Services

Work Plans to accomplish above objective			
Action	**Schedule**	**Lead**	**Status**
CGCC will be hosting a spring Counselor's Day on the CGCC Campus. Counselors from the 21 local high schools will be invited.	Spring 2017	Mike Taphouse	**Started--On Target:** Mike and the Advising Office are in communication with local high school counselors.
Implement a technology equipment collocation agreement that provides the Columbia Gorge Education Service District (ESD) with an optimal equipment	Winter 2017	B.Bohn	**Items complete:** *-Agreement developed and signed.*

environment by utilizing cabinet space in CGCC's data center.			*-ESD core equipment relocated.* **Scheduled actions:** *-Internet equipment and connections to be moved later winter term.*

Strategic Goal #4: Expand Collaborations with Business, Industry and Educational Partners

Objective	Intended Outcomes / Measures	Target	Core Theme	Lead
3.Work with regional organizations to develop and offer apprenticeship programs	·Provide opportunities to students for experiential learning ·Number of business and industries assisted by CGCC Regional industry satisfaction with CGCC	·Launch apprenticeship program by 2019 1 partnerships created for apprenticeship	C.1.1 C1.2	Lori Ufford

Work Plans to accomplish above objective			
Action	**Schedule**	**Lead**	**Status**

Strategic Goal #5: Stable, Flexible Funding that Maintains Quality Programs, Faculty and Staff

Objective	Intended Outcomes / Measures	Target	Core Theme	Lead
1.Strengthen connections with community members and business partners in order to stay abreast of regional educational and workforce needs	·Respond to workforce needs through development of new CTE, customized training ·Develop relevant non-credit certificate programs ·Percentage of FTE enrolled in non-credit courses ·Regional industry satisfaction with CGCC Community awareness and perception of CGCC	·Review and update hiring processes for non-credit programs by February 2017 ·Identification of non-credit program develop annually	A1.3 C1.2 C2.1	Suzanne Burd

Work Plans to accomplish above objective			
Action	**Schedule**	**Lead**	**Status**
Rework N/C faculty pay scale, hiring documents and processes	Winter 2017	Suzanne Burd	**Started--On Target** We have met several times with Rick Leibowitz and Ann Willis to clarify issues around college employee and independent contractors. Have surveyed other colleges on hiring practices related to establishing fees for non-credit classes Working with insurance company regarding liability coverage
Establish Contracts out of Districts	Summer 2017	Dan Spatz	**Started--On Target** Dan has met with Sherman County

			Judge Thompson to discuss the feasibility of a COD. Process documents have been obtained from HECC and are being reviewed by the Judge

Strategic Goal #5: Stable, Flexible Funding that Maintains Quality Programs, Faculty and Staff

Objective	Intended Outcomes / Measures	Target	Core Theme	Lead
2.Meet eligibility requirements for broader federal funding that supports student access and success	·Ensure adequate resources to support instruction and student success ·Successful Title III Grant application in 2016-2017 ·Meet Title V Grant Eligibility Requirements by Fall 2017 ·Title V Grant application in 2021 ·Enrollment demographics variance from regional demographics for students ·Enrollment of underserved populations	·Hire Community Outreach position by Winter 2017 ·Collection of data for application by January 2017 ·Successful submission of Title 3 grant application by March 2017	A3.1 A3.2	Dan Spatz

Work Plans to accomplish above objective			
Action	**Schedule**	**Lead**	**Status**
Hire Outreach Position	9-12/1/16	LU	**Complete:** Dan Spatz was hired and began work on December 1, 2016
Prepare exemptions application	1/9/17	Dan Spatz	**Complete:** Exemption application was submitted on December 5, 2016.
Submit applications for Titles 3 and 5	3/17	Dan Spatz	**Started--On Target:** Rough concept of deliverables established. Dan, Lori, Eric will work steer the application with input from key stakeholders on campus. Focus improving student success of underserved students, wrap around services, ongoing faculty development around best practices related to this population.

Strategic Goal #5: Stable, Flexible Funding that Maintains Quality Programs, Faculty and Staff

Objective	Intended Outcomes / Measures	Target	Core Theme	Lead
3.Develop the partnership between CGCC and CGCC Foundation while following the terms of the Memorandum of Understanding	·Develop strong ambassadors for CGCC ·Increase private donations ·Provide students resources for attending CGCC ·Community awareness and perception of CGCC	·Develop diverse foundation board membership Increase private donations by [X] percent each year; Develop a policy and process for professional development by June 2017	C2.1	Stephanie Hoppe

Work Plans to accomplish above objective			
Action	**Schedule**	**Lead**	**Status**