Strategic Plan Update: Summer and Fall 2017

The **Strategic Plan** projects are derived from the program reviews conducted across campus and from the planning process that occurs at the unit, reporting unit, functional areas, and institutional levels of the College. Planning and project development provide the basis for the administration to allocate resources, adapt to changes in the environment, and coordinate activities leading to fulfillment of the College Mission. The plan encompasses the yearly Board Goals.

Core Theme	Objective	Project	Project Updates
Learning & Achievement	**LA.1: Students demonstrate progress**	**LA.1.1:** Statewide Developmental Education Recommendation Implementation and Developmental delivery options (SI44)	The statewide Developmental Education Redesign has completed its mission and no longer meets. Southwestern has implemented and scaled up its Dev. Ed. Redesign projects in math, writing, multiple-measures placement, and student success.
		LA.1.2: Title III – improve persistence through student success projects implementation (**SI 28, SI 47, SI 48, SI 53, SI 54 and SI 55**)	Southwestern continues to redesign gateway level courses to support student success and persistence. We have implemented WR 95 to supplement WR 121. The math department also is considering a similar supplement class for MTH 111. We have offered supplemental instruction for sociology, biology and chemistry classes for fall 2017. FN225 was redesigned for winter 2018.

Marta Wozniak developed an online version of our basic academic literacy course (WR90R), which resulted in improved and timely access to developmental classes in Curry. Having this course available online fall term enabled Curry students to proceed with their foundational classes in a timely manner as our in-person remedial courses (WR80, WR90) had often been subject to cancellation due to low enrollment. This online offering also created a helpful option for Coos Bay students whose schedules could not accommodate WR80, WR 90, or WR90R offered in person on main campus. |

	LA.2: Students complete certificates, degrees, and transfer	**LA.2.1:** Identify program enhancements to increase student success and improve student completion**(SI 11, SI 46 and SI 56)**	
		LA.2.2: Credit for Prior Learning Project – process development **(SI 11)**	Librarian provided open educational resources that may support portfolio development and other activities related to Credit for Prior Learning. CPL workgroup continues to meet and has made progress with policy development, new forms, and processes.
		LA.2.3: Title III – improve graduation rates through Student Success program projects implementation **(SI 11 and SI 46)**	
	LA.3: Students demonstrate that they have met learning outcomes	**LA.3.1:** Outcomes Assessment – Multi-State Collaborative and Program Student Learning Outcomes **(SI 50 and SI 51)**	Because of changes in the Multi-state Collaborative structure and cost, Southwestern has decided to no longer participate in this particular project. Southwestern has implemented a new faculty appointed assessment lead whose job is to review previous information and facilitate improvement. Faculty were to select a common assignment and create a rubric to assess that assignment. Faculty were also to identify a course outcome and assess student learning by completing an outcome assessment report.
		LA.3.2: Course and program outcomes developed and assessed including Title III student assessment project **(SI 8, SI 13 and SI 50)**	Southwestern continues to use LiveText as the tool to document assessment and implemented standardized nomenclature for rubrics fall term. We continue to refine assignment, course, program, and GSLO rubrics faculty use to assess student learning outcomes.
Access	**A.1: Students access varied learning opportunities**	**A.1.1:** Enhance opportunities for students to access learning opportunities (dual credit, articulated agreements, extended 4-year campus) **(SI 2, SI 3, SI 35 and SI 39)**	
	A.2: Students access services that support learning	**A.2.1:** Title III - student support projects implementation to enhance and improve student services; lean audit change	First group of year-long college success class began in fall term. Learning communities within college success classes planned in fall term to begin in winter.

		implementation and tutor/writing center redesign **(SI 38)**	A Laker Welcome Day was presented to students before fall term, as part of the overall First Year Experience implementation. Planning was conducted over the summer. Many staff and faculty were involved.
			Over the summer, all forms used by Student First Stop from both Coos and Curry campus were compiled. A spreadsheet was created to determine which forms need updating, which forms can be retired, and any consolidation that can happen. This will be used to improve forms and make them more efficient, therefore increasing ease of use for students.
			Security access through social media continuing with Twitter account operating.
			The HVAC system installation in the tutor/student spaces in Tioga Hall was finished in Dec 2017.
		A.2.2: Title III – implement Jenzabar retention module; assess advising and placement policies and process development **(SI 38)**	LakerConnect (early alert and intervention software) rolled out to fall faculty and staff for fall term; mandatory training sessions held during fall in-service. The software has provided faculty and staff an avenue to provide assistance to students who are at risk. Student referrals consist of categories, such as financial aid, grades, attendance, advising, counseling. Email templates have been added for ease of use.
			A predictive retention model for full-time student cohorts was applied in Fall 2017.
			Online orientation refined and updated. Workgroup was formed and has met 3 times. Improvements made with updates and streamlining.
	A.3: Students access relevant curricula that support lifelong learning and achievement	**A.3.1:** New Program and Course Development (degree/certificate programs, community education opportunities, student engagement activities, etc.) **(SI 7, SI 14A, SI 29 and SI 37)**	Preliminary advisory committee met in fall for hospitality and tourism management. Plan is in place to roll out program in 2019. Extensive conversations have occurred with OCCI. Discussions have also occurred to develop signature programs for Curry campus.

			Offered Fundamentals of Elementary Math via Skype for Business for students in Curry working towards teacher education program. Also offered Cultural Geography to meet the requirements for these students.
Community Engagement	**CE.1: Southwestern serves our communities by providing quality training and business development to address the changing community workforce needs.**	**CE.1.1:** Develop new training and business development programs based on participant survey feedback and other community needs **(SI 14B, SI 32 and SI 33)**	Worked with SCDC to develop a plan for the REEF project to be housed in Newmark Center. Began planning for multi-year vision of potential programming for workforce and training connected to REEF. Offered All 4 Math training in Curry County through a partnership with Care Connections using Zoom video technology to connect to the class in Coos Bay. This 8-week training series focused on teaching math skills to young children, was offered in Spanish for child care providers in both Coos and Curry County. Six students in Brookings completed this class held August 3 through September 21.
	CE.2: Southwestern provides our community members access to a wide range of quality, lifelong learning opportunities	**CE.2.1:** Enhance Internal and External Relationships- Encourage people to serve on state level committees and belong to organizations related to position. **Board Goal 2** – Advocate for Oregon community colleges by: Increasing attendance at the Legislative Session in Salem, Participating in campus Legislative Teleforums during Session, Establishing an ad-hoc committee for legislative support, Enhancing Board member participation in community events and **Board Goal 3** – Investigate fostering and enhancing government-to-government relationships with federally recognized tribes in the College's district to develop a framework for how the College and these tribes will continue to communicate and collaborate in the future. **(SI 34)**	In July, the 2017-18 Board Committees were established; the Board Chair and another member represent the College Board on the OCCA Board and regularly attend meetings around the state. The Board Chair is also a member of the standing OCCA committee on Governance, participating in the current Legislative committee for the short session with weekly phone conferences with all 17 community colleges. One member is also on the OCCA Membership Committee. Several Board Members have attended numerous community events: Annual Economic Outlook Forum, Bay Area Chamber Annual awards banquet, Zonta's annual scholarship fundraiser, and more. At the Board's direction, the President has made initial contact with the three tribes in the College's district regarding possible collaboration opportunities.

			Hosted the Chetco Bar Fire Resource Fair at the Curry Campus October 24 to provide the community access to services and resources needed after the Chetco Bar Fire.
		CE.2.2: Student and staff support and engage in community activities – both on-campus and off-campus and **Board Goal 1 –** Collaborate with the Southwestern Foundation Board to Support and participate in Foundation activities, support the development of a Health and Science Technology building matching funds campaign, increase unrestricted donations **(SI 34)**	Librarian is working to grant SWOCC Library access to members of Douglas County within our taxing district. Librarian works on a committee to support Oregon Author Day: an annual event hosted at the Coos History Museum. Several Board Members have contributed to the Umpqua Hall Health and Science Technology project and responding with donations to the Foundation's appeal for support to the chair naming campaign in the large lecture hall. The Board continues to support fundraising as challenges are presented. Ryan Mill continuing to provide community outreach through self-defense/women's safety classes. October 2017: North Bend Medical Center Staff. President and Rotary collaborating on "Gift of Literacy" event on campus 05/02/18.
	CE.3: Our community members participate and contribute to the Foundation in support of the college.	**CE.3.1:** Promote the value of contributing to the Foundation and identify sources of support for new programs and the Health & Science Building **(SI 42, SI 43 and SI 45)**	Established Candy Cronberger Memorial Health Fund through the Southwestern Oregon Community College Foundation to provide scholarship assistance for residents of Gold Beach and Port Orford/Langlois school districts to assist with tuition, course fees and other fees, uniforms, supplies, immunizations and licensing fees. Four students were awarded scholarships in December 2017 to enrol in the winter 2018 Nursing Assistant class.
Sustainability		**S.1.1**: Multi-year budget and cashflow reports **(SI 15 and SI 17)**	

	S.1: Southwestern provides responsible fiscal management	**S.1.2:** Enhance planning process to fully integrate into the budget process based on mission fulfillment success indicator planning, academic and facility planning, ITS planning, Strategic Enrollment Management planning, and program review planning (academic and operational) including implementation of electronic tools/resources for reporting **(SI 16A, SI 16B and SI 17)**	Twelve instructional programs completed a program review in fall of 2017. Several instructional operational areas also completed a review. Budget planning will be tied to completion of a review. Deans and VPI worked with Tom Nicholls to complete enrollment stream table for 18-19. New Patrol Vehicle obtained, New radios obtained, awaiting delivery of Protective Body Armor. Project planning document developed during Success Summit. Document incorporated into program review for fall 2017. Created a new level for aligning strategic planning for the following reporting areas: President, Vice President of Instruction, Vice President of Administrative Services, Vice President of Student Services and Curry Campus for projects in each of these areas to facilitate status update and reporting. Rollout of online report options for faculty and staff to support program review data requirements completed for course and academic program data review.
	S.2: Southwestern builds and maintains a sustainable infrastructure of human, technology, and facility resources	**S.2.1:** Ensure compliance and submit required reports consistent with accreditation requirements, HEOA, federal and state requirements, grant requirements and the like. **(Compliance)**	Released Safety Orientation document to Managers in September 2017 to use when onboarding new staff. September 2017 vendor disposed of chemical wastes on campus from Art Department and Forestry. October 2017: De-Escalation Training for Security November 2017: Bloodborne Pathogens Training, First Aid, CPR, and AED for Security and other staff. Re-Certification and Licensing for DPSST (State of Oregon) requirements Responded to WannaCry exploit by scanning and updating machines across campus
		S.2.2: Complete the transition to administrative policies/procedures and review of policies and procedures at the department	The Board is finishing up the 7000 section and begins the review of the 8000s.

			level. **Board Goal 4** – Review and revise Board policy sections 8000-10000.	Matrix that follows Board's policy review schedule is begun but not yet finalized.
				From July-December 2017, 14 Administrative Policies have either been revised, retired, or created.
				Dept. of Finance & Budget has completed a quarter of their procedures.
				Facilities has updated their motor pool policies and has drafted policies on temperature control and key systems.
			S.2.3: Implement campus-wide plans including redesigning existing processes (Academic Master Plan, Planning software, Enrollment Management Plan; Strategic Plan process redesign and **Board Goal 1** – Collaborate with the Southwestern Foundation Board to: Implement the College vision and goals and **Board Goal 5** – Work with administration to develop a long range vision (Master Plan), including deferred maintenance. **(SI 19 and SI 20)**	In September, the Board reviewed and supported proposed plans to merge the academic and physical master plans as a fulfillment of Board Goals.
				August 2017: Active shooter (ALICE) training for Library, Tioga 1st, Empire staff/faculty and in September 2017 for Rec. Center, Prosper staff/faculty, as well as In-Service training for Southwestern faculty**.**
				FCA completed. All facility information and equipment imported into Capital Forecasting software.
				Facility Services Supervisor hired to lead the Housing Facilities maintenance.
				Marketing plan developed with presentation to stakeholders, undergoing feedback process.
			S.2.4: Planning work on new Health & Science Building **(AMP, FMP)**	
			S.2.5: Upgrade technology requirements per the ITS plan and to support identified campus-wide projects including Title III projects **(SI 19)**	Upgraded Tioga 301 classroom computers with newer video cards and larger capacity Solid State hard drives
				Performed college wide Jenzabar operational assessment
				Changed communications protocol used by printers for increased security
				Purchased and began implementation of vulnerability scanning software for critical devices

			Purchased and began implementation of threat analysis platform for network and server monitoring
		S.2.6: Foster positive relationships between faculty, staff, and administration. **(SI 9)**	The Office of Instruction plans to hold regular evening part-time faculty meetings to socialize and address issues of instruction and how to support part-time faculty. Each week full-time and part-time faculty receive a teaching strategy email.
	S.3: Southwestern delivers viable quality instruction	**S.3.1:** Further develop and provide faculty support **(SI 9)**	Deans hold two department meetings and two division meetings each term to support faculty and assist them with their teaching, assessment, committee, and professional development responsibilities.
		S.3.2: Program Review implementation with integrated planning and budgeting and rollout of LiveText pilots **(SI 7 and SI 40)**	Instruction has worked through both program reviews and operational reviews and all are submitted. Both program reviews and operational reviews will be used during the budget planning process. Enhanced tableau reports to support academic program review rolled out to faculty in October and November.
		S.3.3: Program Viability development and integration into program review **(SI 7 and SI 41)**	