

Strategic Plan Update: 2017-2020

Provide an update *of completed activities during winter and spring 2018* for the institutional level projects identified last spring and summer (these were identified from the program reviews and/or annual review of data - additional department and area projects may exist and should be tracked by the department/area – refer to list sent as a separate document). Hints: Keep narrative to a minimum to address specific key activities that have been completed or are in-progress that support the identified project – **see sample updates below in bold.**

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)	Southwestern has implemented a year of a four-credit accelerated developmental reading and writing course WR 90R Academic Literacy. Southwestern has implemented a year of the one-credit supplemental writing course WR 95 English Composition Fundamentals
		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)	Laker Connect has been successfully implemented and enhanced, a standing committee of stakeholders will now be formed to support on-going work Changed the Open Educational Resource (OER) codes work with the schedule download for the printed schedule.
	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)	Southwestern has implemented a year of the one-credit supplemental writing course WR 95 English Composition Fundamentals. Southwestern is participating in the Guided Pathway Cohort and began work on an action plan for the next year. Dining services and sous chefs designed a chef training program for the student interns.

			<p>The year-long HD class was implemented for 2017-18 but was discontinued in 2018-19 due to low enrollment and lack of staff enthusiasm.</p> <p>Learning Communities started in Winter 2017-18 but were discontinued due to low enrollment and lack of cooperation with cross-disciplines.</p>
		LA.2.2: Credit for Prior Learning Project – process development (SI 11)	CPL workgroup developed new forms and processes for CPL.
		LA.2.3: Title III – improve graduation rates through Student Success program projects implementation (SI 11 and SI 46)	Multiple projects in progress
	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)	Southwestern faculty have submitted student outcomes assessment reports for winter and spring 2018 terms. Southwestern is no longer participating in the multi-state collaborative project.
		LA.3.2: Course and program outcomes developed and assessed including Title III student assessment project (SI 8, SI 13 and SI 50)	<p>Pilot the assessment software upgrade during spring 2018 with training and rollout scheduled for fall 2018.</p> <p>IR staff attended assessment training focused on portfolio and work experience collaborative assessment methods.</p>
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)	<p>Five Southwestern faculty are sponsors for seven high school dual credit high school teachers in art, math, speech, and writing.</p> <p>Year round schedule for 18-19 created and accessible for students and staff via myLakerLink.</p>
	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 implementation and tutor/writing center redesign (SI 38)	<p>Title III staff and IT worked with curriculum staff to rebuild student advising trees and associated requirements. Title III paid for Jenzabar training and now nearly all trees for 16-17 have been built and tested with trees for 17-18 nearly complete and the rollover to 18-19 planned for fall.</p> <p>Security engages with students by providing access through the Twitter account.</p>

		<p>Dining services developed a renewal and replacement plan to go “green” with to go food options and research on server area redesign.</p> <p>Completed Advising and Phase II Registration Jenzabar training completed. Project plans developed.</p> <p>Residence Life identified software to meet student needs and is working with partners across campus to determine a plan of action to procure and implement the solution in fall 2019.</p> <p>Advising position hired and position on-going.</p>	
	<p>A.2.2: Title III – implement Jenzabar retention module; assess advising and placement policies and process development (SI 38)</p>	<p>LakerConnect process transitioned to ESPS staff. Approximately 27% of LakerConnect concerns/alerts were responded to by staff and/or resolved.</p> <p>Assessed and determined that Stensland does not have the capacity to absorb academic testing needs. There is further need to examine the capabilities of the space and re-evaluate the current testing usage by academic programs.</p> <p>Advising was redesigned and the professional advising staff developed trainings for new faculty advisors; trainings will remain on-going.</p>	
<p>A.3: Students access relevant curricula that support lifelong learning and achievement</p>	<p>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)</p>		<p>Created a hospitality and tourism management AAS degree.</p> <p>Requested and received budget approval to hire a full-time nursing faculty at the Curry Campus for the 2018-19 academic year. This will allow nursing students to train in Curry County each year. Position was posted, and hiring is in process.</p> <p>Curry Campus offered more classes using technology including Fundamentals of Elementary Math sequence (MTH 211, 212, 213) in fall, winter, and spring, lectures for Forestry classes (F 241, F251) and Office Administration (OA116) in spring via Skype for</p>

			Business. Allied Health (AH 121, 122) classes were offered in winter and spring using IP video technology. These classes were broadcast from Coos Campus to Curry Campus for students pursuing degrees. Offered Native North Americans (ANTH 232) in spring term. Six of the 14 students registered (about 43%) audited this class.
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)	<p>Hired Executive Director of SBDC/REEF. Collaborating with SCDC and other community partners on the REEF project.</p> <p>Curry developed a course outline for a Drone Safe class for recreational Drone users and offered classes in February and June of 2018.</p> <p>Offered Better Bones and Balance class in Brookings with new instructor. Kept classes in north Curry County running in summer 2018 because of increased instructional capacity.</p> <p>Developed a course outline to offer STEP Life Skills Workshop in partnership with Oregon Coast Community Action (ORCA) at the Gold Beach Center in winter and spring 2018.</p> <p>Developed a course outline to offer Budget Basics for Nonprofits and offered this as a contracted training at the request of Curry Community Health.</p>
	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	<p>Collaborated with all 17 Oregon community college presidents and OCCA on preparation of FY19 Legislative budget ask.</p> <p>At the Board’s direction, the President has made initial contact with the three tribes in the College’s district regarding possible collaboration opportunities. Meetings were held on the following dates:</p> <ul style="list-style-type: none"> • 2/27/18 – Siletz Tribal Reps • 3/2/18 – Confederated Tribal Reps • 3/14/18 – Coquille Tribal Reps

		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 May 2018, a draft Memorandum of Understanding (MOU) was disseminated to the tribes. Initial responses were received from Coquille and Siletz
		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)	Family Literacy project: Successful project was held on May 1, 2018 with more than 600 local first grade students in attendance at campus event. Meetings to wrap-up the 2018 project and plan for the 2019 one have been occurring on a regular basis. Foundation staff reached out to the community to engage more volunteer scholarship readers. We had 98 volunteers, 45 of whom were new this year, with 9 new from the business community.
	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)	The foundation hosted a winemakers dinner in April in partnership with the Oregon Coast Culinary Institute. This brought in approximately 60 community members/donors in support of the Health & Science Technology Building. Junior chamber members and scholarship recipients were volunteer waiters at the event.
Sustainability	S.1: Southwestern provides responsible fiscal management	S.1.1: Multi-year budget and cashflow reports (SI 15 and SI 17)	Planning process for integrating payroll into Finance and Budget began Feb. 2018. It was determined to transition during the audit season, year-end payroll processing, and new CHRO and payroll staff to delay integration until fall 2018.
		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)	Used program reviews as the basis for budget planning for 18-19. Piloted reporting and budgeting software to include institutional level plans for rollout in fall 2018 program review and budget cycle. Developed new communication tools to share student success data, survey data and success indicator data that illustrates 3 – 4 main points and aligns the work of

			<p>program review, planning and mission fulfillment to projects specific to the data points.</p> <p>Security obtained a new patrol vehicle and currently being equipped for patrol use. New personal radios obtained and in use by Security Team members. Protective Body Armor in use by Security Team members.</p> <p>Existing campus surveillance system integrated into Security Department. Monitors equipped in Security Department office.</p>
<p>S.2: Southwestern builds and maintains a sustainable infrastructure of human, technology, and facility resources</p>		<p>S.2.1: Ensure compliance and submit required reports consistent with accreditation requirements, HEOA, federal and state requirements, grant requirements and the like. (Compliance)</p>	<p>Submitted NWCCU Ad Hoc Report to address learning outcomes and indicator refinement recommendations utilizing the new reporting software.</p> <p>Admin. Services developed a Safety/Admin Services training template to be used with new and current employees.</p>
		<p>S.2.2: Complete the transition to administrative policies/procedures and review of policies and procedures at the department level. Board Goal 4 – Review and revise Board policy sections 8000-10000.</p>	<p>From January to June 2018, 12 administrative procedures were revised and 2 were retired.</p> <p>The Board continues to finish up the 7000 and 8000 sections and has begun work on the 9000s.</p> <p>Facilities policies have been added to a calendar to review annually and update as appropriate.</p> <p>Dept. of Finance & Budget has completed a quarter of their procedures, updating of internal controls is in process and review and revision of policies will begin in April 2018.</p> <p>Accounts receivable and payable procedures completed during 2018, grant procedures, general accounting are in process. All procedures are updated when required</p>
		<p>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 –</p>	<p>In June 2018, the Board selected Opsis Architects as the Facilities Master Plan consultant. Spring 2018 the beginning stages of the planning and design process with campus.</p>

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)

Facility services deferred maintenance plan project – Engage in an Energy Performance Contract planning with Johnson Controls, Inc. (JCI) to address deferred maintenance and sustainability. Being planning to redistribute budgeted plant funds to address additional deferred maintenance items that would not be included in the JCI contract.

Began the integration of the Student Housing facilities operations into the Facilities department. Transferred work order review and assignments to Facilities Director. Trained campus facilities staff on Housing operations, layouts, and entrance policies. Planned and prepared shadowing apartment turnover operations and summer conferencing program setup.

Student housing video surveillance - Obtained one quote for cameras and DVR system from a vendor. Will continue to research vendors to gather more quotes and determine best surveillance cameras for outdoor use to watch parking lot areas of the Student Housing Complex.

Student housing - Inventory actual furniture and appliances to determine replacement amounts. Brought a vendor to campus to show what furniture options they have to offer. Obtained furniture quotes from a number of vendors. Will continue researching furniture and appliances for student housing apartments.

Installed security cameras in Facilities department. Moved the security camera monitoring system to Public Safety department.

S.2.4: Planning work on new Health & Science Building (AMP, FMP)

Assessed technology needs for building. Multiple projects in progress

S.2.5: Upgrade technology requirements per the ITS plan and to support identified

Rolled out Active Directory Federation Services (ADFS) Single Sign On (SSO) services.

		<p>campus-wide projects including Title III projects (SI 19)</p>	<p>Changed myLakerLink from using a somewhat limited software network load balancer to a physical network load balancing device.</p> <p>Met with Facilities about inputting data into Jenzabar EX which is necessary for moving forward with Jenzabar EXi Places and Spaces</p> <p>Upgraded projector in Randolph 9 with bigger and brighter system; purchased new video streaming computer for the mobile streaming van; purchased a new solid state drive expansion shelf for one of our SAN systems; purchased a new high capacity 10 gigabit expansion shelf for one of our SAN systems; purchased two new high performance servers to replace the Jenzabar servers</p> <p>Set-up new tape library for server backups.</p>
		<p>S.2.6: Foster positive relationships between faculty, staff, and administration. (SI 9)</p>	<p>End of year staff recognition held at OCCI honoring retirees and campus service awards.</p>
	<p>S.3: Southwestern delivers viable quality instruction</p>	<p>S.3.1: Further develop and provide faculty support (SI 9)</p>	<p>Southwestern full- and part-time faculty receive weekly teaching strategies and practices.</p> <p>Faculty Senate assessment committee worked with administration in developing responsibilities for faculty assessment coaches to be implemented fall 2018.</p>
		<p>S.3.2: Program Review implementation with integrated planning and budgeting and rollout of LiveText pilots (SI 7 and SI 40)</p>	<p>All of 2017-2018 Southwestern academic program reviews have been completed and submitted. Faculty have received initial training for scheduled 2018-2019 program reviews.</p>
		<p>S.3.3: Program Viability development and integration into program review (SI 7 and SI 41)</p>	<p>The OCCIR (institutional effectiveness/researcher statewide council) developing methods to assess financial viability of programs.</p>