Strategic Plan: 2017-2020

President Reporting Area Projects: Year 2 2018-2019

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 with initial projects for the three-year period notated in regular font and may be referred to as Year 1 of the plan. *Projects added or enhanced for 2018-2019 are notated in italics and may be referred to as Year 2 of the plan.* **Projects for 2019-2020 will be notated in bold italics and may be referred to as Year 3 of the plan.**

Core Theme	Objective	Strategic Plan Projects	President Reporting Area Projects	Success Indicator	Champion	Start Date Projected End Date
Learning & Achievement	**LA.1: Students demonstrate progress**	**LA.1.1:** Statewide Developmental Education Recommendation Implementation and Developmental delivery options **(SI44)**				
		LA.1.2: Title III – improve persistence through student success projects implementation *integrating an equity lens of success* **(SI 28, SI 47, SI 48, SI 53, SI 54, SI 55)**	**LA.1.2.1PRP:** Support LakerConnect implementation rollout including communication of initial data results	**SI 28, 47, 48, 53, 54, and 55**	**Title III staff**	**Fall 2015** **Fall 2020**
	LA.2: Students complete certificates, degrees, and transfer degrees, and transfer	**LA.2.1:** Identify program enhancements to increase student success and improve student completion *integrating an equity lens of success* **(SI 11, SI 46, and SI 56)**	**LA.2.1.1PRP:** *Support Guided Pathways implementation*	**SI 11, SI 46, and SI 56**	*Leadership Success Committee*	*Ongoing*
		LA.2.2: Credit for Prior Learning Project – process development **(SI 11)**	**LA.2.2.1PRP:** *Participate in the CPL Study; assess practices based on results*	**SI 11**	*Ali - IR*	*Spring 2021*
		LA.2.3: Title III – improve graduation rates through Student Success program projects implementation *integrating an equity lens of success* **(SI 11 and SI 46)**	**LA.2.3.1PRP:** Explore activities to increase the number of credits earned for first time degree-seeking students	**SI 11 and 46**	**Patty – Ali - IR**	**Fall 2017** **Fall 2020**
	LA.3: Students demonstrate that	**LA.3.1:** Outcomes Assessment – Multi-State Collaborative and Program Student Learning Outcomes;				

	they have met learning outcomes	develop campus-wide process to demonstrate program outcomes **(SI 50 and SI 51)**				
		LA.3.2: Course and program outcomes developed and assessed including Title III student assessment project **(SI 8, SI 13 and SI 50)**	**LA.3.2.1PRP:** Transition software to the new platform increasing functionality and ease of use for faculty and staff	**SI 13 and 50**	**Ali and Robin**	**Summer 2017** **Fall 2018**
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) *integrating an equity lens of success* **(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 implementation and tutor/writing center redesign **(SI 38)**	**A.2.1.1PRP:** Support implementation of admission application process redesign.	**SI 38**	**Patty and Ali**	**Summer 2016** **Fall 2017**
			A.2.1.2PRP: Explore activities and identify resources to support lean audit recommendations	**SI 38**	**Patty, Ali and Title III staff**	**Fall 2016** **Fall 2020**
		A.2.2: Title III – implement Jenzabar retention module; assess advising and placement policies and process development *integrating an equity lens of success* **(SI 38)**	**A.2.2.1PRP:** Identify activities to support Jenzabar assessment recommendations including resources required for training and process/module implementation	**SI 38**	**Carl, Nathan and Title III Staff**	**Spring 2017** **Fall 2017**
	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)**				
Community Engagement	**CE.1: Southwestern serves our communities by providing quality training and business development to address the changing**	**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)**				

	community workforce needs					
	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 YR1** – 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 YR1**– 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. *Goal 2 YR2– Foster and enhance 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; execute MOUs with interested tribes.* **(SI 34 and SI 49)**	**CE.2.1.1PRP:** Oregon President's Council (OPC) budget ask document; Promote Board involvement with OCCA and other educational entities	**SI 34**	**Patty**	**Spring 2017**
		CE.2.2: Student and staff support and engage in community activities – both on-campus and off-campus. **Board Goal 1 YR1–** 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 *Board Goal 1 YR2– Collaborate with the Southwestern Foundation Board to Support and participate in Foundation activities; increase unrestricted donations; and participate as scholarship readers* **(SI 34 and SI 49)**	**CE.2.2.1PRP:** Gift of Literacy project with Rotary Club to provide books, reading opportunities and campus engagement activities for first grade students from the district schools	**SI 34**	**Patty and Success Committee Members**	**Fall 2017 Spring 2018**
	CE.3: Our community members participate and contribute to the Foundation in	**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, SI 45)**	**CE.3.1.1PRP:** Create a Foundation planned giving program	**SI 42, SI 43, SI 45**	**Elise and Foundation**	**Winter 2018 Fall 2028**

Sustainability	**S.1: Southwestern provides responsible fiscal management**	**S.1.1**: Multi-year budget and cashflow reports **(SI 15 and SI 17)**				
		S.1.2: Enhance planning process to fully integrate into the budget process based on mission fulfillment success indicator planning, academic *(AMP)* and facility planning *(FMP)*, ITS planning, Strategic Enrollment Management *(EMP)* planning, and program review planning (academic and operational) including implementation of electronic tools/resources for reporting **(SI 16A, SI 16B, SI 17)**	**S.1.2.1PRP:** Implement planning and evaluation project documents across campus departments to support planning and budgeting and to enhance collaboration across departments for shared projects	**Planning & Compliance**	**Success Committee**	**Summer 2017** **Spring 2017**
			S.1.2.2PRP: Implement project planning document for the following reporting areas: President, Vice President of Instruction, Vice President of Administrative Services, Vice President of Student Services and Curry Campus.	**Planning & Compliance**	**Patty, Ali**	**Summer 2017** **Spring 2017**
			S.1.2.3PRP: Rollout online report options for faculty and staff to support program review data requirements	**Compliance**	**Robin and Ali**	**Fall 2017** **Fall 2017**
	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)**	**S.2.1.1PRP:** Implement SharePoint or other software to track requirements and develop shared calendar creating a sustainable reporting and ownership structure including automating forms and workflow	**Compliance**	**Carl**	**Winter 2017** **Fall 2018**
			S.2.1.2PRP: ITS Governance implementation *GLBA compliance requirements integrating ITS and Data Governance; PIN Testing*	**Compliance**	**Carl**	**Spring 2017** **Fall 2018** *Ongoing*
		S.2.2: Complete the transition to administrative policies/procedures and review of policies and procedures at the department level. **Board Goal 4 YR1**– Review and revise Board policy sections 8000-10000. ***Board Goal 3 YR2*** *– Review and revise Board policy*				

support of the college

		sections 1000, 2000 9000 and 10000 and others as needed. **(Compliance)**				
		S.2.3: Implement campus-wide plans including redesigning existing processes (Academic Master Plan, Planning software, Enrollment Management Plan, etc); Strategic Plan process redesign and **Board Goal 5 YR1** – Work with administration to develop a long range vision (Master Plan), including deferred maintenance. ***Board Goal 4 YR2 – Complete the Facilities Master Plan to: include deferred maintenance issues; consider utilization of properties to enable flexibility*** **(SI 19 and SI 20)**	**S.2.3.1PRP:** Develop a 10 year Master Facilities Plan including the development of an RFP to hire a firm to assist with the development of the10 year facilities master plan	**SI 19 and Planning**	**Patty, EM and Jeff**	**Winter 2018** **Fall 2028**
			S.2.3.2PRP: Secure lease of Newmark Center through work with SCDC and the REEF project	**SI 19 and Planning**	**Jeff**	**Spring 2017**
			S.2.3.3PRP: Develop, present and implement a comprehensive marketing plan. *Website re-design to enhance communication focused on external website marketing. Enhance myLakerLink portal pages consistent with new website re-design.*	**Planning**	**Elise** *Website Team*	**Fall 2016** **Fall 2020** *Ongoing*
		S.2.4: Planning work on new Health & Science Building; *begin building construction phase* **(AMP, FMP)**	**S.2.4.1PRP:** Secure the remaining funds for the project; break ground on the project; finalize building and move-in by 2020	**FMP, AMP**	**Patty, Elise, Jeff and EM**	**Summer 2017** **Fall 2020**
		S.2.5: Upgrade technology requirements per the ITS plan and to support identified campus-wide projects including Title III projects **(SI 19)**	**S.2.5.1PRP:** Rollout PCI compliance processes campus-wide.	**SI 19, Compliance**	**Carl**	**Fall 2016** **Spring 2020**
		S.2.6: Foster positive relationships between faculty, staff, and administration *integrating an equity culture.* **(SI 9)**	**S.2.6.1PRP:** Develop onboarding processes for all new staff. *Integrate and automate processes within NEOGov with re-designed onboarding process. Website re-design to enhance communications and ease of use.*	**SI 9**	*Rachele*	**Winter 2018** **Spring 2020** *Ongoing*
			S.2.6.2PRP: *Increase professional and staff development opportunities for faculty, staff and administration*	**SI 9**	*ET and Guided Pathways*	*Ongoing*
	S3: Southwestern delivers viable	**S.3.1:** Further develop and provide faculty support **(SI 9)**	**S.3.1.1PRP:** *Increase professional and staff development opportunities for faculty*	**SI 9**	*ET and Guided Pathways*	*Ongoing*

	quality instruction	**S.3.2:** Program Review implementation with integrated planning and budgeting and rollout of LiveText pilots; *transition assessment software to value rubrics and alternative methods to assess learning outcomes* **(SI 40)**				
		S.3.3: Program Viability development and integration into program review **(SI 41)**				