



## Form 1: Presentation Checklist

Name: \_\_\_\_\_

Date: \_\_\_\_\_

Department: \_\_\_\_\_

COCC Contact Information: \_\_\_\_\_

Use the instructions for this document to complete your presentation checklist; then e-mail your completed presentation checklist (*not* the instructions) to the Academic Affairs chair by his or her specified deadline. **Please note:** If an item listed is not relevant to your specific presentation to Academic Affairs, please mark as **N/A**. Use as many pages as necessary.

### PROPOSAL OVERVIEW

#### TYPE OF AGENDA ITEM

- Information Item (requires approval of AA Chair)
- Action Item
  - Information and committee feedback
  - Procedure—revision (Attach current procedure with proposed changes illustrated with track changes)
  - Procedure—new  
Identify suggested location in *GPM*: \_\_\_\_\_
- Policy—revision (Attach current policy with proposed changes illustrated with track changes)
- Policy—new  
Identify suggested location in *GPM*: \_\_\_\_\_
- New academic program (Complete only items #1 and #2 on this form and attach stage 2 document.)
- Other: \_\_\_\_\_

**BUDGET**

**INSTRUCTIONAL REQUIREMENTS**

**OPERATIONAL NEEDS, CURRENT AND FUTURE**

**STUDENT IMPACT**

**ANTICIPATED IMPLEMENTATION TIMELINE**

CENTRAL OREGON COMMUNITY COLLEGE  
2018-23 Strategic Plan

## Student Success:

### Goal Statement:

Provide resources and support to facilitate increased student persistence and educational goal achievement.

### Goal Intention:

Many students who come to COCC leave before reaching their declared educational goal. COCC will proactively guide students to define goals, and will provide resources and support to achieve them. This will result in a measurable improvement in overall persistence and completion.

### What will COCC look like when this goal is achieved?

Students create realistic educational goals, academic plans and pathways, and take the courses they need in an efficient and progressive manner while accounting for their non-academic challenges. Resources are known and accessible. The institution tracks students and targets relevant and appropriate resources. Faculty and staff employ innovative practices to increase student engagement, access and success. Students who enter COCC attain or exceed their educational goals.

### Initiatives:

- SS-1: Enhance development of course and program offerings and delivery methods.
- SS-2: Enhance and promote the resources and tools available to help students efficiently complete their academic goal.
- SS-3: Enhance and promote the resources and support services available to help students overcome non-academic challenges.

## Student Experience:

### Goal Statement:

Provide core academic offerings and student support at all campuses and online.

### Goal Intention:

Access to core academic offerings and services is limited and inconsistent. COCC will provide core academic offerings and student support services in a coordinated, intentional and predictable way to increase equity in the academic experience online and at all campuses.

### What will COCC look like when this goal is achieved?

Students complete core academic courses at any of COCC's campuses and online. Students utilize support resources on all campuses and online. Students identify as part of the College community.

### Initiatives:

- SE-1: Develop and implement a comprehensive approach to academic offerings and student support services on all campuses and online.
- SE-2: Increase access to academic programs and courses on all campuses and online.
- SE-3: Promote diversity, inclusiveness and community on all campuses and online.

# CENTRAL OREGON COMMUNITY COLLEGE

## 2018-23 Strategic Plan

### Community Enrichment:

#### Goal Statement:

Engage as a collaborative and contributing partner with the community.

#### Goal Intention:

As Central Oregon has grown, opportunities for leadership and collaboration in the community have increased. COCC will cultivate new relationships and strengthen existing connections with workforce, education and other community partners. We will proactively collaborate to meet current and future community needs.

#### What will COCC look like when this goal is achieved?

COCC is recognized throughout the region as a leader and partner in building a stronger and vibrant community. Organizations and communities in the region seek our participation and leadership on initiatives that improve our communities. COCC is a leading provider of workforce training and higher education in the region. Students are highly sought for internships and employment after completing their education and training at COCC.

#### Initiatives:

- CE-1: Cultivate new and strengthen existing connections/ partnerships with Educational Stakeholders, including PreK-12, universities (higher education), lifelong learners and business and industry.
- CE-2: Advance positive regional economic development by assisting with educational and training needs of business, industry and workforce.
- CE-3: Offer College services and expertise in response to community needs.

### Institutional Efficiency:

#### Goal Statement:

Strengthen systems, policies and procedures to create more proactive, responsive and effective internal processes.

#### Goal Intention:

While the College has changed dramatically over the last decade, the institution's operational infrastructure has not kept pace. COCC will examine and improve policies, procedures and systems to make them more efficient, effective and operationally sustainable to provide a high quality work and learning environment.

#### What will COCC look like when this goal is achieved?

Faculty and staff at the College can clearly articulate the decision-making processes. College information is provided in an accurate and consistent way across all platforms. Internal and external audiences know how and where to access information in order to stay informed, accomplish tasks and actively participate. Employees identify as part of the College community and contribute to creating an effective, supportive and inclusive learning and working environment with recognized opportunities for professional growth and development.

#### Initiatives:

- IE-1: Improve practices and structure related to providing a healthy and productive workplace.
- IE-2: Develop uniform, effective and efficient processes.
- IE-3: Define, document and practice clear operational decision-making.
- IE-4: Improve information sharing practices and platforms.



## **Academic Master Plan: Building on Excellence 2015-2018**

### **Introduction**

This inaugural Academic Master Plan (AMP) was initiated in 2014 by Central Oregon Community College's (COCC) then Vice President for Instruction, and developed collaboratively at an important juncture in leadership, institutional planning, and enrollment. Record-breaking enrollment growth from 2007 to 2012 ended as the central Oregon economy recovered. The college expanded instructional offerings at three campus locations in Redmond, Madras, and Prineville. Oregon State University-Cascades located in Bend announced plans to launch lower division courses in 2015 as it expands from offering junior and senior classes to a full four-year institution. Important changes continue at COCC's top-level administration. A permanent president was named in March 2015, after serving for six months as interim president and following the decade long tenure of COCC's fourth president. An interim vice president for instruction (VPI) was named winter 2015 and is the fifth VPI since 2010 (three permanent and two interim). The College increased the number of instructional deans from two to three in 2010 and has had seven individuals serving in these roles since that time. Central Oregon Community College introduced a 2013-18 Strategic Plan and is working to align operational plans and activities with this plan. It is in this context of change that AMP provides proactive vision and focus for future decisions and activity in instructional matters at Central Oregon Community College.

### **Process**

This AMP is the first academic planning document that represents the outcome of a regular, iterative, intentional planning process. The AMP was developed collaboratively, involving faculty, instructional leadership, and staff. The team convened in February 2014 to evaluate the current educational environment, review other planning models, and discuss priorities for COCC. Participants across campus provided review of and recommendations for the AMP throughout its development. The process of actively engaging faculty and staff in the process resulted in an informative, reflective, and thoughtful roadmap that emerged as this initial AMP.

## Purpose

The 2015-2018 Academic Master Plan, completed Spring, 2015, identifies instructional priorities designed to enhance teaching and learning and student success. It is a dynamic document that is both proactive and responsive to the challenges facing COCC in the near future. The AMP provides a framework for intentional decision-making, strategic planning, and prioritizing of people, resources, and operations in instruction. It builds upon COCC's existing strengths and aligns with **COCC's 2013-18 Strategic Plan** to effectively fulfill COCC's Mission and Vision.

### COCC MISSION:

COCC promotes student success and community enrichment by providing quality, accessible, lifelong educational opportunities.

### COCC VISION:

To achieve student success and community enrichment, COCC fosters student completion of academic goals, prepares students for employment, assists regional employers and promotes equitable achievement for the diverse students and communities we serve.

### COCC's 2013-2018 Strategic Plan

COCC's Strategic Plan centers around five themes: Transfer and Articulation, Workforce Development, Basic Skills and Lifelong Learning, and Institutional Sustainability. The AMP goal focuses on fulfillment of the outcomes for each theme.

Transfer & Articulation	Workforce Development	Basic Skills	Lifelong Learning	Institutional Sustainability
<ul style="list-style-type: none"><li>•Students will have the academic achievement and skills necessary to transfer and articulate successfully to institutions of higher learning beyond the community college level.</li></ul>	<ul style="list-style-type: none"><li>•Students of Career and Technical Education (CTE) programs will be prepared for employment and advanced education through the acquisition of knowledge and skills necessary to meet current industry standards.</li></ul>	<ul style="list-style-type: none"><li>•Students will have academic achievements and basic learning skills necessary to participate effectively as engaged community and family members and employees, and to succeed at the college level.</li></ul>	<ul style="list-style-type: none"><li>•Participants in lifelong learning will have access to learning opportunities in the areas of Enrichment, Professional Development, Technology and Wellness.</li></ul>	<ul style="list-style-type: none"><li>•Students will have the opportunity to be successful because the College has planned and invested appropriately to ensure sustainability of high quality programs, services and facilities that support student learning and educational achievement.</li></ul>

## **Academic Master Plan Goal**

Promote student success by enhancing teaching and learning at all Central Oregon Community College campuses.

## **Academic Priorities, Summary Statements and Objectives**

### **Priority A: Provide comprehensive, accessible instructional resources**

Provide the necessary resources in pursuit of student success, ensuring that all students have equal access to such support. Make instructional technology a priority in supporting and augmenting teaching and learning.

### **Objectives in support of Priority A:**

- A1. Prioritize and select technology that enhances instructional effectiveness.
  - Evaluate College and student readiness for online courses, certificates, and degrees.
  - Promote faculty use of and student access to the college's course management system across all curricula.
  - Expand the college's reach in student learning exploring the development of appropriate online courses, certificates, or degrees.
- A2. Prioritize and provide quality learning spaces at all campuses to enhance student experiences.
  - Provide adequate classroom space appropriate for a variety of pedagogies.
  - Provide adequate computer lab space to accommodate student and faculty needs.
- A3. Use the feedback of systematic annual needs assessment to improve academic student support services at all campuses, including library, testing and tutoring and advising.

### **Priority B: Attract, recruit and retain a diverse, highly qualified faculty**

Support student success through hiring priorities and faculty review processes that reflect a commitment to overall instructional effectiveness and excellence at the course and program level.

#### **Objectives in support of Priority B:**

- B1. Maintain and continue to increase the ratio of full time tenure track to part time faculty to provide program stability and improve student retention and success.
- B2. Provide financial support and resources for faculty innovations and professional development to promote high quality instruction.
- B3. Support the Center for Teaching and Learning to advance excellence and innovation in instructional practices.
- B4. Use a faculty review process that ensures high quality teaching and learning.

### **Priority C: Review and improve programs and processes**

Use systematic assessment and evidence based decision making for the ongoing improvement of college curriculum.

#### **Objectives in support of Priority C:**

- C1. Review and promote processes that provide opportunities toward student retention and degree completion.
  - Review and promote processes in Transfer and Articulation that provide opportunities toward transfer.
  - Identify and deliver CTE programs and curricula that align with current industry standards.
  - Implement recommendations of COCC's Developmental Education Redesign Team to improve the foundational support the college provides to prepare and retain students for college success.
  - Broaden lifelong learning opportunities based on assessed industry, community, and campus needs.
- C2. Develop a scalable approach to assessing student learning at the program, focus area and course levels.
  - Expand and refine data, research and assessment systems and infrastructure for an in-depth and detailed look at factors affecting student success.
- C3. Develop a program support and improvement process.

**Priority D: Provide equitable, appropriate faculty, programs and processes at the Redmond, Madras and Prineville campuses**

Expand access throughout the district with long-term strategies for educational services in underserved areas.

**Objectives in support of Priority D:**

- D1. Identify anchor academic programs for Redmond, Madras and Prineville that reflect input from community partners.
- D2. Identify an RMP campus representative to inform and engage with the President's Advisory Team about local instructional concerns and issues.
- D3. Provide adequate full time faculty at each campus.
- D4. Provide appropriate academic student support services at all campuses particularly in the areas of academic advising, financial aid, and new student orientations.

**Priority E: Strengthen partnerships with educational institutions, businesses and statewide agencies to promote COCC's curricula and programs**

Invest in regional and statewide partnerships that create a seamless experience promoting student success from college placement to work.

**Objectives in support of Priority E:**

- E1. Facilitate success for transfer students by articulation agreements with local and regional higher learning partners.
- E2. Coordinate programs, curricula and resources with OSU Cascades to ensure seamless student transition from COCC to OSU-Cascades.
- E3. Strengthen instructional partnerships with K-12 partners to encourage and facilitate transition from local high schools to COCC.
- E4. Coordinate visions of local education, business, nonprofit and community partners to identify areas of instructional strength and growth for the mission of each COCC campus and prepare students for successful transition to the workforce.