



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">•Students will have the academic achievement and skills necessary to transfer and articulate successfully to institutions of higher learning beyond the community college level.	<ul style="list-style-type: none">•Students will be prepared for employment through the acquisition of knowledge and discipline-specific employability skills necessary to meet current industry standards.	<ul style="list-style-type: none">•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.	<ul style="list-style-type: none">•Lifelong learning provides accessible, noncredit learning opportunities to our community in the areas of Enrichment, Professional Development, Technology and Wellness.	<ul style="list-style-type: none">•Students will have the opportunity to be successful because the College has planned and invested appropriately to ensure high quality programs, services and facilities that support student learning and educational achievement.

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 meet 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 campus, community and industry 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.

Strategic Plan Values and Future Directions

Clear central values and principles emerged as this AMP evolved. The AMP endorses each of the [Values and Future Directions](#) established in the Strategic Plan, and specifies two additional values.

Student Focused in All That We Do

COCC remains student-focused in decisions made, from the classroom to the boardroom, providing opportunities and support that promote student success.

Reputation

COCC has established a positive reputation in the communities it serves. The College is acknowledged for the high caliber of instruction, wide variety of programs and classes, strong fiscal stewardship, positive community outreach and involvement, well-designed and maintained facilities, and outstanding events and activities for students, staff and the community.

Caliber of Faculty and Staff

Through preparation, proficiency, experience, education and passion relating to their field or function, COCC faculty and staff are leaders in their fields.

Diversity

COCC furthers its commitment to diversity by creating an ongoing atmosphere of mutual support and respect and fostering an awareness, acceptance and encouragement of different cultures.

Open Door Philosophy

COCC provides an atmosphere that is friendly, collegial, welcoming and supported through open communication.

Campus Traditions

COCC sponsors intentional activities to celebrate our accomplishments, build and maintain internal connections, honor our campus community and recognize our common purpose.

Work/Life Balance

COCC is committed to work/life balance by promoting flexibility, respect for importance of personal time and sensitivity to supporting coworkers in their personal and professional needs.

Internal Connections

Strong communication exists between students, faculty and staff, committees, and all governance structures. The college will maintain an inclusive environment safe to new ideas at all times.

External Connections

COCC creates external and community connections, to include partnering with higher education, K-12, and regional businesses and nonprofits throughout the district and beyond.

Comprehensive Services

COCC provides comprehensive services to our various constituencies: for students, offering programs and services to support student success; for the external community, supporting lifelong learning by providing opportunities for growth and advancement; and for the internal community, supporting employees with family wage jobs, opportunity for growth and development, and support of life/work balance.

Innovation

COCC values a creative environment and encourages development of new and progressive ideas to continually improve quality throughout all aspects of the College. By establishing a secure place for the open sharing of ideas, COCC promotes inclusion of College-wide representation in discussions, welcoming new approaches from new and varied sources to advance the College of tomorrow.

Academic Master Plan Values**Faculty Involvement in Decision-making**

The Academic Master Plan recognizes and reaffirms the value of faculty guidance and input in decision-making and resource allocation in instructional areas of the college.

Improved Communication: Communication and accountability are the foundations of shared governance and this AMP seeks to contribute to improved communication between faculty and other campus groups and departments as we work to promote student learning and success.

Implementation, Reporting and Assessment

Implementation, oversight and coordination of this plan will reside with the Vice President for Instruction. The three instructional deans and the extended learning dean of the college will play a central role in facilitating working groups, committees and teams charged with carrying out the activities and initiatives needed to accomplish the priorities reflected in this plan. In accordance with COCC's value of shared governance, the AMP recognizes and reaffirms the value of faculty guidance and input in decision making and resource allocation in instructional areas of the college.

The Academic Master Plan task force, including faculty and other stakeholders across the general college campuses, will become a standing College committee responsible for evaluating current priorities, selecting and implementing strategies and action plans, and assessing effectiveness of implementation. In the implementation of this plan, alignment will be sought with operational planning in both instructional and non-instructional entities of the college, including the College Planning Team, charged with coordinating planning efforts across all campuses.

Academic Master Planning Process																		
2014-15						2015-16												
Jan-15	Feb-15	Mar-15	Apr-15	May-15	Jun-15	Jul-15	Aug-15	Sep-15	Oct-15	Nov-15	Dec-15	Jan-16	Feb-16	Mar-16	Apr-16	May-16	Jun-16	
Out to College for Review																		
		To Academic Affairs																
		President Approval																
						Develop and Approve formal committee structure												
						Establish and prioritize strategies and align/develop action plans												
										College Communication								
											Implementation, Documentation and Assessment							

This dynamic document will be continually updated to reflect college wide strategic planning, data, assessments, and new challenges. Timelines for implementation of initiatives will be established annually, and will be communicated to the general college campus in a timely manner. Progress reports will be shared at least annually with the President, Faculty Forum, Chairmoot, Career and Technical Education Council and the campuses at large.

Contributing Task Force Members AMP 2014-2018

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