



**Central Oregon Community College  
Board of Directors: Information Item**

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<b>Subject</b>	<b>2023-27 Strategic Plan Action Projects</b>
<b>Prepared By</b>	<ul style="list-style-type: none"><li>• Laurie Chesley, President</li><li>• Laura Boehme, Vice President for People and Technology</li><li>• Zak Boone, Vice President of College Advancement and Executive Director – COCC Foundation</li><li>• Annemarie Hamlin, Vice President of Academic Affairs</li><li>• Michael LaLonde, Vice President of Finance and Operations</li><li>• Alicia Moore, Vice President of Student Affairs</li></ul>

During the September 2023 COCC Board of Directors’ meeting, the College reviewed the 2023 – 27 Strategic Plan Action projects. This information item summarizes the work done during the 2023- 24 academic year.

### GUIDED PATHWAYS

**Goal Connection: Student-Ready College, Access  
Action Team and SLT Leads: Annemarie Hamlin & Alicia Moore**

COCC’s Guided Pathways work follows the principles of the [Ask/Connect/Inspire/Plan](#) (ACIP) model. During the 2023 – 24 academic year, the College convened several work groups to help move us towards a fall 2026 implementation. Those groups are:

- Admitted Student Communications
- New Student Onboarding
- Academic Advising and Career Services
- New Student Orientation
- Trailhead Courses

In addition to the above teams, the College also is implementing a new admissions application, new customer relationship management (CRM) system and redesigning the College’s website, all of which are necessary components to successfully launching COCC’s Guided Pathways initiative. Additionally, smaller teams are working on aligning institutional data with the Guided Pathways model and reviewing curriculum impacts for exploratory students.

The Guided Pathways Steering Team comes together on a regular basis to ensure cross-team communication is happening in critical areas and all are involved in key decisions.

## STRATEGIC SCHEDULING

**Goal Connection: Student-Ready College, Access, Community Engagement**

**Action Team Leads: Cindy Lenhart & Jessica Giglio**

**SLT Lead: Annemarie Hamlin**

The Strategic Scheduling action team's charge is to develop a course scheduling plan that results in a student-centered, year-long schedule for all four campuses. The plan will help the College make data-informed decisions about the right balance of course delivery modes, as well as the times, days and locations in which courses are offered.

The work group made significant progress this year, including publishing a year-long schedule (Fall 2024 through Spring 2025) in April 2024. This schedule included all four campuses and was built with a student-centered focus. Additionally, intentional work was done to increase communications regarding course scheduling amongst deans, department chairs, program directors, campus directors, and many others while building the schedule. In addition, many other areas of the College such as Assessment and Curriculum, Financial Aid, CAP Services, Admissions and Records and others were consulted to ensure that processes and timelines worked for all partners involved.

In addition to the above work, the Strategic Scheduling team began implementation of a scheduling tool to assist the College in creating the future class schedules. This tool will be launched in October 2024 to begin building the Summer 2025 schedule.

## ADULT STUDENT RECRUITMENT & RETENTION

**Goal Connection: Student-Ready College, Access, Community Engagement**

**Action Team: Tyler Hayes, Andrew Davis, Aimee Metcalf, Cindy Lenhart & Breana Sylwester**

**SLT Leads: Alicia Moore & Annemarie Hamlin**

In winter 2024, the Oregon Community College Association worked with [Student Ready Strategies](#), a higher education consulting firm, to sponsor a statewide survey targeted towards adult learners. COCC sent the survey to more than 2,000 students, and unfortunately, had a less than 1% response rate. Regardless, the College sent a team to a statewide meeting to review results from all institutions, share best practices and research in serving adult learners, and give teams an opportunity to develop potential action items for colleges to consider.

The action team noted that COCC is already actively engaged in many of the best practices to recruit and support adult learners. The team will share this work with the College so that it is more widely understood and recognized. Additionally, this team is meeting in a more informal

fashion than other teams, especially since many best practices are currently happening as a routine part of everyone's work.

Student Ready Strategies also shared an Institutional Policy and Adult Learner framework. These tools, along with other best practices, were shared with institutional leadership and the Guided Pathways team. The action team is developing a recommendation for committees such as College Affairs and Academic Affairs to implement the Institutional Policy framework at COCC as a means of ensuring an adult learner lens is used to evaluate and/or review policy.

## ONLINE COURSES & PROGRAMS

**Goal Connection: Student-Ready College, Access, Community Engagement**  
**Action Team Leads: Tony Russell & Venus Nguyen**  
**SLT Leads: Annemarie Hamlin**

The Online Courses and Programs Action Team is charged with assisting in the development of the online Associate of Arts – Oregon Transfer degree, leading the development of new online programs or adjusting current programs to have fully online options. They will also work with Marketing and Public Relations to implement a marketing campaign to promote online programs.

To this end, the action team focused their 2023 – 24 work on an internal readiness audit of student-ready resources, institutional capacity, and academic programs to identify strengths and opportunities. Additionally, they developed templates, best practices, and accessibility standards for online programs and established baseline data in support of this strategic planning indicator.

## MADRAS CAMPUS EXPANSION

**Goal Connection: Student-Ready College, Access, Community Engagement**  
**Action Team Leads: Jeremy Green & Zak Boone**  
**SLT Lead: Annemarie Hamlin & Zak Boone**

Central Oregon Community College is embarking on a major venture to grow the Madras campus, more than doubling its size and meeting critical rising needs in the region. The plan directly addresses a shortage of health care and early childhood education workers, while also opening a child care center to serve a critical need for Jefferson County families. This project directly supports three strategic plan goals and touches on many other aspects of the overall plan.

This past year has included several major milestones, including completing the building design, establishing a guaranteed maximum price, and breaking ground onsite in Madras. These milestones are the culmination of more than two years of work on this project. Other activities include:

- COCC's Board of Directors approved the guaranteed maximum price of \$22.2 million at the June 2024 meeting.
- The college hosted a groundbreaking event on June 17, 2024, with project partners including members from COCC's Board of Directors, COCC's Foundation, the Bean Foundation, the Children's Learning Center and COCC faculty and staff.
- Project permits continue to work through the City of Madras and Jefferson County permit departments.
- Kirby Nagelhout Construction has been on site since June 17, 2024. The focus of the work is clearing the property for construction, moving subcontractors onsite, establishing safety protocols and prepping the ground for utilities and the building's foundation.

## WORKFORCE INFRASTRUCTURE

**Goal Connection: Access, Community Engagement**  
**Action Team Leads: John Graham & Wayne Yeatman**  
**SLT Lead: Annemarie Hamlin**

The Workforce Infrastructure action team aims to enhance the College's ability to meet workforce needs through a structured assessment and continuous improvement process. This initiative will involve developing credit and noncredit program needs assessment tools, creating metrics to measure COCC's support of workforce needs, and establishing a regular data review protocol.

Goals for this action team are to:

- Create or adopt a comprehensive tool(s) for assessing both credit and noncredit program needs to ensure alignment with local and regional workforce demands;
- Establish metrics to track the effectiveness of COCC's programs in meeting workforce needs; and
- Identify responsible parties and establish a routine for data review and recommendations.

This is one of the newer strategic plan action teams, with much of their work starting in spring 2024. As such, the team spent time ensuring that all members understand the scope of their charge as well as the current credit and noncredit landscape. They also reviewed workforce offerings and best practices from other Oregon community colleges and the High Desert ESD and began work to identify their action team's indicators. Efforts in the coming academic year will be to identify and implement a workforce needs assessment tool, analyzing the data to determine next steps.

## MANUFACTURING & APPLIED TECHNOLOGY CENTER REVITALIZATION

**Goal Connection: Access, Community Engagement**  
**Action Team Leads: Amy Ward & John Graham**  
**SLT Lead: Annemarie Hamlin**

The growing need for a trained manufacturing workforce in Central Oregon calls for renewed attention to COCC's Manufacturing and Applied Technology Center (MATC). This team will work with its advisory board and industry partners to review, update and expand advanced manufacturing opportunities. Encompassing facilities, equipment, thriving partnerships, stackable certificates and customized trainings, MATC Revitalization will ensure student success aligns with workforce needs.

During this past academic year, the action team spent considerable time reviewing and discussing the components of revitalization and is currently focused on ensuring industry-responsive curriculum, appealing to and retaining diverse student populations, faculty recruitment and retention, and the expansion of the facility. Additionally, three team members toured four community college manufacturing programs (Clackamas Community College, PCC OMIC, Linn-Benton Community College, and Chemeketa Community College). The team gained valuable insight into best practices for program structure, facility set-up and design and curriculum development. Importantly, the team also learned all programs share similar challenges to COCC.

As a result of this work, the MATC curriculum will shift towards scheduled, in-person delivery (currently an open-entry, open-exit format). During this transition, higher-level classes will be instructed in the previous open lab format, while new students begin a cohort model with enrollment opportunities in fall and spring. To prepare for this shift, MATC faculty will update curriculum to meet employer needs and incorporate employability skills into curriculum during summer quarter.

## PRESIDENT'S CLIMATE LEADERSHIP COMMITMENT

**Goal Connection: College Sustainability**  
**Action Team Leads: Noelle Copley & Owen Murphy**  
**SLT Lead: Michael LaLonde**

The President's Climate Leadership Commitment (PCLC) action team leads brought together representatives from across the College, including all four campuses. The work group finalized their charge:

- 1) Establish a PCLC taskforce
- 2) Complete a greenhouse gas emissions (GhG) inventory within one year (and annually thereafter)
- 3) Establish a climate action plan (CAP) that will guide the College toward carbon neutrality

- 4) Take actions to reduce greenhouse gases (GhG)
- 5) Integrate sustainability into the curriculum
- 6) Make COCC's CAP, annual GhG inventories, and progress reports available to the public

As part of the work this year, the PCLC completed the second year of a greenhouse gas emissions inventory and solicited responses for consultants to develop a climate action plan (CAP). The CAP will provide the College with guidance and options as to next steps towards achieving carbon neutrality. PCLC chose the proposal from Parametrix, a Eugene-based consulting company, and sought strategic plan funds to support this work. PCLC anticipates that the CAP will be complete in late fall 2024.

## **EMPLOYEE AWARDS, RECOGNITIONS, CELEBRATIONS & PROFESSIONAL DEVELOPMENT**

### **Goal Connection: College Sustainability**

**2023 – 24 Action Team Leads: Karen Peters & Kara Rutherford**

**2024+ Action Team Leads: Andrew Davis & Ashley Thompson**

**SLT Lead: Laura Boehme**

Faculty and staff responses to the [Great Colleges to Work For survey](#) showed significant interest in the College improving employee awards, recognitions, celebrations and professional development. Therefore, a strategic plan action team was convened to develop plans for these areas, as well as evaluate current activities.

Initially the action team spent time identifying the existing awards, recognitions and celebrations and gaining an understanding of the various professional development opportunities offered to employees. With this information, the work group chose to focus on employee awards and professional development for the 2023 – 24 academic year. They met with various College departments or divisions to gather informal feedback and conducted an employee survey on these topics. 117 employees responded to the survey.

Due to staffing changes, Andrew Davis (Student Affairs) and Ashley Thompson (IT) were asked to serve as the new Action Team chairs starting in summer 2024. Their work will focus on the survey results, with the goal of recommending new awards in fall 2024.

## **UNIFIED DATA ANALYTICS SOLUTION**

### **Goal Connection: College Sustainability**

**Action Team Leads: Chris Egertson & Laura Boehme**

**SLT Leads: Laura Boehme & Alicia Moore**

COCC has more than nine databases by which it tracks student information and other data needed to make key decisions. To meet many of the College's needs, staff must create manual workaround solutions to extract, clean, join and analyze data from these multiple sources. A "unified data analytics solution" (UDAS) will provide the ability to easily bring data together and

store it in one location, thereby making data more accessible and better supporting college-wide data needs.

Funding for the UDAS was originally included in the College's Department of Education Title III grant. While outcomes of that grant are not yet known, the UDAS team broke the implementation into two parts, a workflow/process framework and implementation of the tool itself. The UDAS leads developed an RFP for a UDAS vendor and issued it in June 2024 and is in the middle of responding to vendor questions. The UDAS team anticipates awarding the RFQ in fall.

## CULTURALLY-INCLUSIVE HIRING PRACTICES

**Goal Connection: College Sustainability**  
**Action Team Leads: Seana Barry & Christy Walker**  
**SLT Leads: Laura Boehme & Alicia Moore**

In 2021 – 22, COCC developed a plan that included short-, mid-, and long-range recommendations to increase the diversity of applicant pools, with the ultimate goal of increasing the diversity of employees. The Culturally Inclusive Hiring Practices action team is charged with making recommendations to implement those strategies and considering potential additional strategies.

Primary work this year was to convene a College-wide team. Once established, the action team leads spent time building a common understanding of the 2021 – 22 recommendations, the data and research behind those recommendations, and ensuring all team members had a strong understanding of COCC's hiring process, including position posting, gathering applications and the selection process.

The work group then broke the previous recommendations into several categories:

- Job description
- Application process
- Advertising/promotion
- Internal selection process
- Interview process
- Interviewing and moving reimbursements
- Brand awareness

Additionally, during summer 2024, the action team will work with Human Resources to change language in job descriptions and COCC employment application to be more inclusive.

The 2024 – 25 academic year will focus on development of hiring committees and the interview process, implementing some of the recommendations from the previous work group. The group will also make additional recommendations for other process changes, with examples including how to support out-of-area applicants during the interview process and increasing brand awareness amongst prospective employees.

## **UPGRADE BUSINESS OPERATIONS**

### **Goal Connection: College Sustainability**

**Action Team and SLT Leads: Michael LaLonde & Laura Boehme**

Many of COCC's business-related processes are outdated and in need of attention. This Strategic Plan Action Team is evaluating and improving policies, procedures and systems to make them more efficient, effective and operationally sustainable, as well as to align them with contemporary practices.

During this past year, the Business Operations leads convened their work group and surveyed the College to identify potential business process improvements. As a result of this work, the team has completed the following activities:

- Identified outdated forms, shifting many of those from Word to Acrobat fillable files.
- Created training for Argos (reporting tool) and My Finance.
- Worked with the College's student information systems vendor to identify modules for improving accounting systems and coordinate staff trainings.
- Met with the City of Bend to determine how they best utilize various tools, including SharePoint.

## **FACILITIES MASTER PLANNING**

### **Goal Connection: College Sustainability**

**Action Team Leads: Michael LaLonde & Josh Clawson**

**SLT Lead: Michael LaLonde**

The Facilities and Space Planning Action Team collaborates with key partners to develop a forward-thinking Facilities and Space Plan to reflect the College's vision for creating an inclusive and sustainable learning and work environment. As part of this work, this action team is reviewing and analyzing data related to projected programming needs, enrollment trends, technological advancements, space utilization, deferred maintenance, and sustainability initiatives. Based on this analysis, the team will recommend facility enhancements, renovations, and new construction projects. Such recommendations align with the College's strategic priorities, and implementation and maintenance of the plan will be incorporated in College operations.

During the past academic year, the Facilities and Space action team:

- Purchased Matterport, a tool that scans and digitizes offices, classrooms and other spaces, providing precise measurements of the space. Matterport was used to scan six buildings and data used to create architectural drawings.
- Inventoried 15 buildings for classrooms, offices, room contents and quality.
- Finished a parking lot survey for each campus.
- Started a process to assess the physical condition of all COCC buildings.

Future directions include working with COCC divisions to best understand current and future program needs, develop an office usage policy, and develop a three-to-five-year facilities and space plan, including capital improvement needs.