

SOUTHWESTERN OREGON COMMUNITY COLLEGE

STRATEGIC PLAN 2008-2011

*Adopted by Board of Education on 04-28-08
Revised 05-16-08, 07-16-08, 08-20-08, 09-03-08,
09-17-08, 11-19-08, 03-16-09, 03-24-09, 06-15-09*

SOUTHWESTERN OREGON COMMUNITY COLLEGE STRATEGIC PLAN

VISION STATEMENT

Southwestern leads and inspires lifelong learning.

MISSION STATEMENT

Southwestern provides quality learning opportunities.

CORE VALUES

*Quality
Access and Opportunity
Teaching and Learning
Innovative Change*

*Student Satisfaction
Sense of Community
Social Responsibility*

SOUTHWESTERN OREGON COMMUNITY COLLEGE STRATEGIC PLAN

Goal 1: College governance through strong Board of Education and Administration *leadership* provides the vision and structure for long term college sustainability and growth.

Goal 1: Leadership

<i>Strategy</i>	<i>Measure/Timeframe/Responsibility</i>	<i>Budget/Account #</i>
2008-2009		
1. Assure continued formal/informal update of College Strategic Plan that provides evidence of strategic pursuit	1.a. <i>Measure:</i> Summarize Strategic Plan goal/strategy goals in Board agenda quarterly <i>Timeframe:</i> Monthly <i>Responsibility:</i> President <i>Progress:</i> COMPLETED.	\$300 10-3102-51111
	1.b. <i>Measure:</i> Develop a strategic plan for each Department and Program/Monthly Report through 08/09 <i>Timeframe:</i> Monthly, beginning July 1, 2008 <i>Responsibility:</i> President <i>Progress:</i> COMPLETED. Defined units for Strategic Plan as those reporting to President. All units entered into TracDat with draft reports presented to Strategic Planning Council (SPC). Full roll-out to occur during spring for faculty and summer for administration.	\$200 10-3102-51111
2. Approve and distribute Master Plan	2. <i>Measure:</i> Master Plan distributed to community through forums <i>Timeframe:</i> Postponed. <i>Responsibility:</i> President, Master Planning Steering Committee <i>Progress:</i> Postponed. Draft community feedback survey instrument was developed and presented to SPC in Fall '08. Rollout to community TBD.	\$200 10-3101-53319

Goal 1: Leadership Cont'd
Strategy

3. Complete Accreditation Report and Visit

Measure/Timeframe/Responsibility

Budget/Account #

3. *Measure:* Submit program outcomes report to NWCCU and host successful accreditation visit
Timeframe: March 1, 2009
Responsibility: President, Institutional Researcher, Vice President of Instruction

\$3,000
 10-3102-53211

Progress: **COMPLETED.** Program student learning outcomes were developed for every degree, certificate and program offered in the 2008-09 catalog at SOCC. In addition, Administrative Education Support objectives were developed for every unit in the College. The College's Accreditation website (www.socc.edu/accreditation) and the College dashboard of Institutional Effectiveness (www.socc.edu/ie) were launched. The focused accreditation report on assessment was submitted to NWCCU on March 13, 2009.

The NWCCU evaluator, Ms. Laurie Clary, visited the College on Friday, April 24, 2009, and conducted a review of the progress made toward meeting the NWCCU Standard 2.B.2 and 2.B.3. **The final report has been received.**

4. Increase legislative advocacy initiatives

4. *Measure:* Establish and host legislative teleconferencing at Southwestern
Timeframe: October 15, 2008
Responsibility: Board of Education, President, Communications Director

\$2,000
 10-3105-51111

Progress: **COMPLETED.** Legislative teleconferences held every other Monday at 7:00 a.m. with links between the main campus, Curry campus and Salem. The Bay Area Chamber of Commerce is a co-sponsor of this initiative.

Goal 1: Leadership Cont'd

Strategy

Measure/Timeframe/Responsibility

Budget/Account #

5. Fine-tune Strategic Plan to include Core Value definitions

5.a. *Measure:* Define Core Values for College approval
Timeframe: Spring '09
Responsibility: President

Progress: **COMPLETED.** Core Values developed at Board Retreat in October, reviewed at the November 24, 2008 Board meeting; and further refined with staff during various strategic planning workshops/meetings and campus-wide feedback from December '08 – June '09. **Draft values to be presented to the Board on June 22, 2009 for final adoption on August 1, 2009.**

\$6,850
10-3101

5.b. *Measure:* Development and review of Board Governance Policies and Procedures.
Timeframe: June 30, 2009
Responsibility: Board of Education
Progress: **In progress.** Board Policy Review Committee continues review process with OSBA Policy Services Specialist.

2009-2010

1. Assure continued formal and informal update of College Strategic Plan that require evidence of goal pursuit

1.a. *Measure:* Summarize Strategic Plan goal/strategy goals in monthly Board agenda
Timeframe: Monthly
Responsibility: President

1.b. *Measure:* Summarize Departmental Strategic Plan/report goals monthly from
Timeframe: Monthly
Responsibility: President

2. Assure global learning initiatives

2. *Measure:* Annual plan for cultural awareness and global learning
Timeframe:
Responsibility:

Goal 1: Leadership Cont'd

Strategy

Measure/Timeframe/Responsibility

Budget/Account #

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| 3. Set steering committee for full accreditation visit | 3. <i>Measure:</i> Steering committee members identified and first meetings held to solidify responsibilities and timeline for self-study
<i>Timeframe:</i>
<i>Responsibility:</i> | |
| 4. Plan for 49 th Anniversary | 4. <i>Measure:</i> Establish 49 th Anniversary Steering Committee, submit plan for 49 th Anniversary to Board of Education for approval
<i>Timeframe:</i>
<i>Responsibility:</i> | |

2010-2011

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| 1. Plan for 50 th Anniversary | 1. <i>Measure:</i> Establish 50 th Anniversary Steering Committee, submit plan for 50 th Anniversary to Board of Education for approval
<i>Timeframe:</i>
<i>Responsibility:</i> | |
| 2. Set steering committee for full accreditation visit | 2. <i>Measure:</i> Steering committee members identified and first meetings held to identify responsibilities and timeline for self-study.
<i>Timeframe:</i>
<i>Responsibility:</i> | |

SOUTHWESTERN OREGON COMMUNITY COLLEGE STRATEGIC PLAN

Goal 2: *Student access* to quality teaching and learning opportunities opens pathways to dreams.

Goal 2: Student Access

<i>Strategy</i>	<i>Measure/Timeframe/Responsibility</i>	<i>Budget/Account #</i>
2008-2009		
1. Increase access to reduce internal and external barriers to students	1. <i>Measure:</i> Increase retention of students by 2% <i>Timeframe:</i> June 2009 <i>Responsibility:</i> Enrollment Management Committee and Enrollment and Student Service Leadership Team <i>Progress:</i> <u>COMPLETED. Retention rates for Program Students were 72% fall to winter, 87% winter to spring, and 63% fall to spring; for Housing Students it was 83% fall to winter, 90% winter to spring, and 76% fall to spring.</u>	\$15,000 10-2407
2. Assess and refine the student marketing plan to include in-district, out-of-district, community education, and workforce development	2. <i>Measure:</i> Increase enrollment by 2% <i>Timeframe:</i> June 2009 <i>Responsibility:</i> Marketing Committee and Enrollment and Student Service Leadership Team <i>Progress:</i> <u>COMPLETED. Overall FTE is up by 2% at this time.</u>	\$25,000 10-2404
3. Assess facility usage for events	3. <i>Measure:</i> Create baseline data and set goals for increase in facility usage <i>Timeframe:</i> June 2009 <i>Responsibility:</i> Community Education and Events Director and Dean of Students <i>Progress:</i> <u>COMPLETED. A baseline report has been developed to capture the use of College facilities.</u>	\$2,000 10-1809-51111

Goal 2: Student Access Cont'd

<i>Strategy</i>	<i>Measure/Timeframe/Responsibility</i>	<i>Budget/Account #</i>
2009-2010		
1. Increase diversity of Student Service staff	1. <i>Measure:</i> Add one-two people of color to staff to reflect growing student population of students of color <i>Timeframe:</i> June 2010 <i>Responsibility:</i> Managers, Human Resources	
2. Implement action plan to increase access to reduce internal and external barriers to students	2.a. <i>Measure:</i> Increase retention of students by 2% <i>Timeframe:</i> June 2010 <i>Responsibility:</i> Enrollment Management Committee and Enrollment and Student Service Leadership Team 2.b. <i>Measure:</i> One-card system for student and staff use and increase accessibility to campus services by 2% <i>Timeframe:</i> June 2010 <i>Responsibility:</i> Enrollment Management Committee and Enrollment and Student Service Leadership Team	
3. Assess and refine the student marketing plan to include in-district, out-of-district, community education and workforce development	3. <i>Measure:</i> Increase enrollment by 2% <i>Timeframe:</i> June 2010 <i>Responsibility:</i> Student Enrollment Committee and Marketing Committee	
4. Increase facility usage for events	4. <i>Measure:</i> Increase facility usage by 3% <i>Timeframe:</i> June 2010 <i>Responsibility:</i> Community Education and Events Director and Dean of Students	

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Goal 2: Student Access Cont'd

Strategy

Measure/Timeframe/Responsibility

Budget/Account #

2010-2011

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|---|---|
| 1. Implement action plan to increase access to reduce internal and external barriers to students | 1. <i>Measure:</i> Increase retention of students by 2%
<i>Timeframe:</i> June 2011
<i>Responsibility:</i> Enrollment Management Committee and Enrollment and Student Service Leadership Team |
| 2. Assess and refine the student marketing plan to include in district, out of district, community education, and workforce development | 2. <i>Measure:</i> Increase enrollment by 2%
<i>Timeframe:</i> June 2011
<i>Responsibility:</i> Student Enrollment Committee and Marketing Committee |

**SOUTHWESTERN OREGON COMMUNITY COLLEGE
STRATEGIC PLAN**

Goal 3: Exceptional *educational programs and experiences* designed, developed, scheduled, implemented, and assessed.

Goal 3: Educational Programs and Experiences

<i>Strategy</i>	<i>Measure/Timeframe/Responsibility</i>	<i>Budget/Account #</i>
2008-2009		
1. Publish student program outcomes on website	1. <i>Measure:</i> Identify student outcomes by program and post first year outcomes on college website <i>Timeframe:</i> November 30, 2008 <i>Responsibility:</i> Vice President of Instruction and Deans, Institutional Researcher, Instructional Council, Faculty, and Information Technology <i>Progress: COMPLETED.</i> Student learning outcomes on website and in 2009-2009 online version of the college catalog.	\$12,000 10-2101-51111 \$1,000 10-3116-51521
2. Add one new program to college instructional opportunities	2. <i>Measure:</i> One new program is submitted to CCWD and announced to the Board of Education <i>Timeframe:</i> June 30, 2009 <i>Responsibility:</i> Vice President of Instruction, Deans, Faculty, and Instructional Council <i>Progress: COMPLETED.</i> EMT/Paramedic and Phlebotomy programs submitted and approved. Basic Nursing Assistant (BNA) statewide, online course development is underwritten by a grant from CCWD. First course offering anticipated Summer 2009. Certified Nursing Assistant 2 (CNA2) course was developed and approved by CCWD and Oregon State Board of Nursing in March 2009. First course offering anticipated spring 2009.	\$2,000 10-2101-51111

Goal 3: Educational Programs and Experiences Cont'd

Strategy

- 3. Utilize community based education to expand career opportunities in response to emerging needs

Measure/Timeframe/Responsibility

- 3. *Measure:* Process for responding to emerging community educational needs established and presented to Instructional Council; one emerging need identified and proposed for program action
Timeframe: June 30, 2009
Responsibility: Vice President of Instruction, Deans, Faculty, Instructional Council, and Workforce Development
Progress: COMPLETED. Natural Resources survey course requested by Coquille Tribe was developed and offered fall term. College level Spanish I scheduled at Coast Guard at their request for winter term '09. Contact advisory group complete for transportation and manufacturing. Continued response to transportation and manufacturing needs through Clusters initiative. Truck Driver Training, CNA II, and electrical apprenticeship approval process completed as a result of advisory committee requests. Bay Cities Ambulance support for EMT/Paramedic instruction initiated new program fall term 2008.

Budget/Account #

\$45,000
10-2101-51111

2009-2010

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| <ul style="list-style-type: none"> 1. Publish new teaching and learning initiatives resulting from program review | <ul style="list-style-type: none"> 1. <i>Measure:</i> Teaching and learning initiatives prompted by student program outcome data are identified, implemented and posted on website
 <i>Timeframe:</i> June 30, 2009
 <i>Responsibility:</i> Vice President, Institutional Researcher, Instructional Council, and Faculty |
| <ul style="list-style-type: none"> 2. Add one new program to college instructional opportunities | <ul style="list-style-type: none"> 2. <i>Measure:</i> One new program is submitted to CCWD and announced to the Board of Education
 <i>Timeframe:</i> Programs, study options, and articulations adopted by January to add in next catalog
 <i>Responsibility:</i> Faculty, Instructional Directors, Pathway Coordinator and Instructional Council |

Goal 3: Educational Programs and Experiences Cont'd

Strategy

Measure/Timeframe/Responsibility

Budget/Account #

3. Utilize community based education to expand career opportunities in response to emerging needs

3. *Measure:* Process for responding to emerging community educational needs established and presented to Instructional Council; one emerging need identified and proposed for program action
Timeframe: June 30, 2010
Responsibility: Vice President, Dean, Faculty and Instructional Council

2010-2011

1. Evaluate published student program outcomes for new teaching and learning initiatives

1. *Measure:* Instructional Office works with instructional leaders and Information Technology to identify student outcomes by program, post outcomes on college website and initiate new teaching and learning initiatives
Timeframe: November 30, 2010
Responsibility: Vice President, Instruction/St. Services, Instructional Researcher, Instructional Council, Faculty, and Information Technology

2. Add one new program to college instructional opportunities

2. *Measure:* One new program is submitted to CCWD and announced to the Board of Education.
Timeframe: June 30, 2011
Responsibility: Vice President, Dean, Faculty, and Instructional Council

3. Utilize community based education to expand career opportunities in response to emerging needs

3. *Measure:* Process for responding to emerging community educational needs established and presented to Instructional Council; one emerging need identified and proposed for program action
Timeframe: June 30, 2011
Responsibility: Vice President, Dean, Faculty and Instructional Council

SOUTHWESTERN OREGON COMMUNITY COLLEGE STRATEGIC PLAN

Goal 4: Adequate *physical, fiscal, and Integrated Technology Services resources* allocated through continuous improvement and aggressive pursuit of traditional and non-traditional resources to meet the needs of our present and future stakeholders.

Goal 4: Physical, Fiscal, and ITS Resources

<i>Strategy</i>	<i>Measure/Timeframe/Responsibility</i>	<i>Budget/Account #</i>
2008-2009		
1. Aggressively pursue all sources of revenue	1. <i>Measure:</i> Increase special projects and alternative resources revenue by 5% <i>Timeframe:</i> June 2009 <i>Responsibility:</i> Vice President of Administrative Services, Director of Resource Development <i>Progress: COMPLETED.</i> Submitted a grant proposal to the Coquille Tribe for Curry Campus support. AACC grant for workforce and economic development submitted to request support of expansion of the welding fabrication degree. Statewide Suicide Prevention grant received. Received \$1.9 million Community Based Job Training Grant with the Department of Labor, Office of CCWD Healthcare Initiative Grant for online Basic Nursing Assistant programs (\$75,000), the Ford Family JumpStart grant (\$45,000), and RSVP Grant. (\$65,000). Foundation received additional scholarship funding for 2009-2010: 1- \$15,000 from the Gordon Elwood Foundation for student scholarships in Curry County; 2- \$13,000 from the Juan Young Trust. Additionally, the Foundation has received a \$50,000 challenge grant (matching fund grant for student scholarships from the James F and Marion L Miller Foundation with a deadline of March '09 for fundraising.	\$10,000 10-3107-51521

Goal 4: Physical, Fiscal, and ITS Resources

Strategy

2. Initiate renovation, repair and construction for Master Plan

Measure/Timeframe/Responsibility

Budget/Account #

2. a. *Measure:* Begin construction of Curry campus
Timeframe: TBD
Responsibility: President and Curry Campus Dean
Progress: In progress. Detailed Development Plan (DDP) approved by Brookings City Planning Commission on September 2. Last appeal period expires in March 30, 2009. After Brookings City Council acceptance of the DDP, transfer of land title will be made between SOCC and Borax per contract.
2. b. *Measure:* Upgrade facilities to meet ADA requirements
Timeframe: Ongoing
Responsibility: Vice President of Administrative Services and Director of Plant Services
Progress: In progress. A plan containing a list of deferred maintenance projects was developed using a portion of the \$4 million deferred maintenance award from the Legislature (state stimulus package) to meet ADA compliance for bathrooms and walkways, **improve safety by updating both main and Curry campus lighting, replace roofing, and flooring, paint and seal several buildings, make structural repairs, and replace/repair HVAC systems in three buildings where students services are provided.**

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| 3. Enhance campus inventory and use of state of the art technology to improve student learning and campus productivity | <p>3.a. <i>Measure:</i> Increase technology rich classrooms by eight
 <i>Timeframe:</i> October 2008
 <i>Responsibility:</i> Media Services / Title III
 <i>Progress: COMPLETED.</i> Title III funding for new classrooms finished October 2008. Recreation Center and Curry Campus received classroom media technologies. October 1, 2007 – September 30, 2008. Additional classrooms being upgraded for new fiscal year. Bay Cities Ambulance equipped multi-media classroom for new year.</p> | \$38,833
25-6711 |
| | <p>3.b. <i>Measure:</i> Purchase and install Storage Attached Network (SAN) for server, workstation, student backups, and portal documents
 <i>Timeframe:</i> December 2008
 <i>Responsibility:</i> ITS / Title III
 <i>Progress: COMPLETED.</i></p> | \$85,000
25-6711/
10-3117-53172 |

Goal 4: Physical, Fiscal, and ITS Resources

<i>Strategy</i>	<i>Measure/Timeframe/Responsibility</i>	<i>Budget/Account #</i>
2009-2010		
1. Aggressively pursue all sources of revenue	1. <i>Measure:</i> Increase special projects and alternative resources by revenue 5% <i>Timeframe:</i> June 2010 <i>Responsibility:</i> LRD	
2. Enhance campus inventory and use of state of the art technology to improve student learning and campus productivity	2.a. <i>Measure:</i> Implement Learning Management System or One Card System <i>Timeframe:</i> October 2009-June 2010 <i>Responsibility:</i> Student Services/Title III 2.b. <i>Measure:</i> Increase technology rich classrooms by four <i>Timeframe:</i> October 2010 <i>Responsibility:</i> Media Services / Title III	
3. Continue renovation, repair and construction for Master Plan	3.a. <i>Measure:</i> Relocate and demo Maintenance, B-2, B3, and greenhouse <i>Timeframe:</i> 2009-2010 <i>Responsibility:</i> Leadership 3.b. <i>Measure:</i> Empire Hall noise abatement <i>Timeframe:</i> 2009-2010 <i>Responsibility:</i> Leadership 3.c. <i>Measure:</i> New entry road and underground utilities <i>Timeframe:</i> 2009-2010 <i>Responsibility:</i> Leadership 3.d. <i>Measure:</i> Health and Science Technology Building <i>Timeframe:</i> 2009-2010 <i>Responsibility:</i> Leadership 3.e. <i>Measure:</i> Walkway improvement <i>Timeframe:</i> 2009-2010 <i>Responsibility:</i> Leadership 3.f. <i>Measure:</i> Curry SOCC campus <i>Timeframe:</i> 2009-2012 <i>Responsibility:</i> Leadership	

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 09-17-08, 11-19-08, 03-16-09, 03-24-09, 06-15-09

Goal 4: Physical, Fiscal, and ITS Resources

<i>Strategy</i>	<i>Measure/Timeframe/Responsibility</i>	<i>Budget/Account #</i>
2010-2011		
1. Aggressively pursue all sources of revenue	1. <i>Measure:</i> Increase special projects and alternative resources by revenue 5% <i>Timeframe:</i> June 2011 <i>Responsibility:</i> LRD	
2. Enhance campus inventory and use of state of the art technology to improve student learning and campus productivity	2. <i>Measure:</i> Purchase and install new Colleague server <i>Timeframe:</i> August 2010 <i>Responsibility:</i> ITS	
3. Continue renovation, repair and construction for Master Plan	3.a. <i>Measure:</i> Curry SOCC campus <i>Timeframe:</i> 2010-2012 <i>Responsibility:</i> Leadership 3.b. <i>Measure:</i> Randolph Hall remodel <i>Timeframe:</i> 2010-2011 <i>Responsibility:</i> Leadership 3.c. <i>Measure:</i> Sitkum Hall remodel <i>Timeframe:</i> 2010-2011 <i>Responsibility:</i> Leadership 3.d. <i>Measure:</i> North road exit <i>Timeframe:</i> 2010-2011 <i>Responsibility:</i> Leadership	

SOUTHWESTERN OREGON COMMUNITY COLLEGE STRATEGIC PLAN

Goal 5: To support all *employees* and the college as a learning organization responsive to individual and organization success with resources, training, tools and feedback.

Goal 5: Employees

<i>Strategy</i>	<i>Measure/Timeframe/Responsibility</i>	<i>Budget/Account #</i>
2008-2009		
1. Leveraging technology to maximize personal and professional development opportunities, streamline administrative processes, enhance and capture access to information	1.a. <i>Measure:</i> Electronic personnel recruiting process implemented. <i>Timeframe:</i> <u>Postponed.</u> <i>Responsibility:</i> Human Resources and Integrated Technology Services <i>Progress:</i> Postponed due to budgetary constraints.	\$30,000 10-3205-57307
	1.b. <i>Measure:</i> Implement new online Performance Processes Evaluation that includes career planning and mentoring. <i>Timeframe:</i> <u>Postponed.</u> <i>Responsibility:</i> Human Resources and Integrated Technology Services <i>Progress:</i> <u>Postponed due to budgetary constraints.</u>	\$5,000 10-3205-57307
2009-2010		
1. Development employee satisfaction survey and pilot by spring term	1. <i>Measure:</i> Evaluate quality of work life to assure positive employee outcomes <i>Timeframe:</i> Spring term 2009 <i>Responsibility:</i> Human Resources	
2010-2011		
1. Create new employee video for consistent orientation	1. <i>Measure:</i> Ensure that video meets employee, student and community needs <i>Timeframe:</i> September 2010 <i>Responsibility:</i> Human Resources and Communication	

SOUTHWESTERN OREGON COMMUNITY COLLEGE STRATEGIC PLAN

Goal 6: Premier *collaborative relationships* initiated with educational institutions, economic and workforce development, business and industry alliances, health care alliances, government agencies, and community groups.

Goal 6: Collaborative Relationships

<i>Strategy</i>	<i>Measure/Timeframe/Responsibility</i>	<i>Budget/Account #</i>
2008-2009		
1. Increase community citizen information access to college information and college access to community need	<p>1. <i>Measure:</i> Pilot community feedback instrument <i>Timeframe:</i> December 31, 2008 <i>Responsibility:</i> President, Information Technology, Communications, Foundation Executive Director <i>Progress: In progress.</i> Community feedback instrument developed and presented to SPC October 2008. Rollout to community TBD. Institutional Effectiveness dashboard data available on website and all information used for NWCCU documentation is located in the library.</p>	<p>\$3,500 10-3105</p>
2. Initiate fund/friend-raising for Capital Curry Campus and Health and Sciences Technology Building needs	<p>2. <i>Measure:</i> Progress of Capital initiatives for Curry Campus and Health and Sciences Technology Buildings reported to Board of Education <i>Timeframe:</i> Monthly beginning in September 2008 <i>Responsibility:</i> President, Foundation Executive Director, Director of Resource Development, Curry Campus Dean <i>Progress: In progress.</i> Joint Foundation Board and Southwestern Board meeting on goal setting and top fundraising priorities held in April 2009 <u>and a joint meeting focusing on student barriers is planned for July 2009.</u></p>	<p>\$50,000 Foundation</p>

Goal 6: Collaborative Relationships

Strategy

Measure/Timeframe/Responsibility

Budget/Account #

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| <p>3. Develop community partnerships in response to emerging economic/workforce needs</p> | <p>3. <i>Measure:</i> Annual Advisory Committee Dinner initiated
 <i>Timeframe:</i> Postponed, alternate activities executed.
 <i>Responsibility:</i> President’s Executive Team, Foundation Executive Director, Workforce Development, Community Education Coordinator, Faculty
 <i>Progress: Postponed.</i> Advisory committee members identified college-wide. Additional collaborative relationships identified for appreciation: Chambers of Commerce and Economic Development, Economic Outlook Forum team planning, Peace Health Hospital, Bay Area Hospital, Curry General Hospital. Cluster Grant advisory group established. Annual dinner postponed due to budget constraints. Submitted Federal Nursing Workforce Diversity Grant in collaboration with the Southern Oregon Cadre of Nurse Executives in fall ‘08. Initial collaboration/brainstorming meeting conducted with SOCC faculty and staff and Oregon Community Action staff on February 20, 2009. Efforts will result in the development of training and support for the creation of green collar jobs in our service district.</p> | <p>\$5,000
10-3101</p> |
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2009-2010

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| <p>1. Initiate Capital Campaigns in response to needs identified for Curry Campus and Health and Sciences Technology Buildings</p> | <p>1. <i>Measure:</i> Timetable and personnel for Capital Campaigns presented to Board of Education for participation in key events
 <i>Timeframe:</i> June 30. November and June Board meeting reports of progress
 <i>Responsibility:</i> Foundation Executive Director, President</p> | |
| <p>2. Initiate annual community feedback process</p> | <p>2. <i>Measure:</i> Community feedback instrument chosen and distributed. Report of community information and recommendations presented to Board of Education
 <i>Timeframe:</i> December 30, 2009
 <i>Responsibility:</i> Communications Director; President’s Executive Team</p> | |

Goal 6: Collaborative Relationships

Strategy

Measure/Timeframe/Responsibility

Budget/Account #

3. Develop community partnerships in response to emerging economic/workforce needs

3. *Measure:* Annual meeting for Community partnership, advisory boards and initiatives with each held and published on website
Timeframe:
Responsibility: Vice President of Instruction, Executive Director of Workforce Development, Director of Information Technology

2010-2011

1. Develop community partnerships in response to emerging economic/workforce needs

1. *Measure:* Community partnerships and resulting programs reported at January and June Board meetings
Timeframe: June 30, 2011
Responsibility: Vice President of Instruction, Executive Director of Workforce Development

2. Initiate new Fire Science facilities

2. *Measure:* Location, programming and staff identified for expanded Fire Science
Timeframe: December 31, 2010
Responsibility: President, Vice President of Instruction, Director of Fire Science