UCC
UMPQUA COMMUNITY COLLEGE

2021

Support Area Annual Tactical Plan Assessment Compilation

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Support Area Annual Tactical Plan Assesment Report Compilation

Compilation of Annual (Tactical Plan) Assessment Reports Acronym Key
Tactics are overseen/implemented by the following SLT/PC areas of operation: **ADV**: Advancement; **AS**: Academic Services; **ATH**: Athletics; **BUS**: Business Services; **CEP**: Community Education and Partnerships; **ESS**: Enrollment and Student Services; **FS**: Facilities and Security; **HR**: Human Resources; **IE**: Institutional Effectiveness; **IT**: Information Technology; **LSS**: Learning Support Services

SP Goal 1: Improve institutional climate, culture, and efficiency.				
SP Objective 1a: Develop and continue to promote a positive campus culture that welcomes and respects all students, employees, and visitors.				
PLAN		**EVALUATION**		**NEXT STEPS**
TACTIC Measurable action implemented to produce outcome	**MEASUREMENT** Indicator(s) of success	**ASSESS ACTION** Progress successes and challenges	**ASSESS RESULTS** Analysis and Interpretation	**ACTION PLAN 2021-2023**
ATH Tactic 4: Successfully manage COVID-19 protocols. *This tactic was added to document ATH contribution to achieving SP Goal 1 and due to the high level of workload fulfilling the*	**Outcome Target(s):** • **Outcome 1:** 100% of completed paperwork at the close of each month. • **Outcome 2:** 100% of	**Action(s):** • Difficulty managing all the data collected. • Difficulty managing the logistics of testing, etc. • Difficulty keeping track of which procedures to follow. • Despite setbacks, ATH was able to safely navigate	**ATH Tactic 4 Assessed:** • Highlighted ability to achieve the desired outcome. • Highlighted need for constant communication amongst all involved.	**ATH Tactic 4 Next Steps:** • Continue to follow approved steps/procedures. • Stay current with all data gathering. • Provide accurate information to all.

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outcomes place don the area of operation.	reporting issues filed in a timely manner. • **Outcome 3:** 100% of correct communication provided.	effects of the COVID-19 pandemic.		
BS Tactic 1: Enhance the College's sustainability by fostering responsible environment supported by data driven decision making---*also aligns with SP Goal 1b, 1c.*	**Outcome Target(s):** • *Outcome 1*: 90% or more of participants understand resource allocation process and deem process fair. • *Outcome 2:* Fiscal indicators meet benchmarks. • *Outcome 3*: Reserves meet policy requirements. • *Outcome 4:* Trend for ending fund balance improved or stabilized. • *Outcome 5:* 95% of the budgets	**Actions:** • *Outcome 1:* Information on resource allocation was presented to all budget managers. The Resource Allocation process went through an effective modification. It was made clearer to those completing forms, additional guidance was provided, and requests were more adequately completed, including the right and necessary information. Existing annual survey results, while not measuring outcome target, did capture relevant data despite this drawback. 7%of participants responded they were not satisfied with budget trainings, 42% N/A or didn't use, and 43% were somewhat satisfied to highly satisfied on annual survey.	**BS Tactic 1 Assessed:** • *Outcome 1:* This outcome is dependent on IEC resource allocation process feedback and development of an instrument to measure the outcome. After the tactical plan assessment process, it became clear the outcome measurement/target was not congruent with the questions asked on the survey intended to capture results. The goal is to add transparency to the process. • *Outcome 2:* Fiscal indicators meet benchmarks. Focus is on review of fixed asset indicators as those are	**BS Tactic 1 Next Steps:** • Summer 2021: Feedback from stakeholders will be reviewed for opportunities of further improvement to the resource allocation process. Survey questions will be revised to clearly and accurately capture results to compare with outcome target; goal is budget manager survey summer 2021 and faculty fall 2021. • Continue monitoring cost drivers and revising forecasts as new information becomes available. • Continue monitoring cost centers for potential threats. • IEC is currently developing a method of formal solicitation for feedback.

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	within budgeted allocations at year end.	If we remove IN/As, 14% were not satisfied while 86% were. 91% also indicated they were satisfied with services provided from Budget department. No recommendations were noted. • ***Outcome 2:*** Fiscal indicators are completed and compared to the set benchmarks. Have met all benchmarks set in outcome target exclusive of accumulated depreciation of percentage of asset cost for equipment. NWCCU is introducing a set of fiscal indicators for reporting for accreditation that are being reviewed and compiled for the report. • ***Outcome 3:*** Some policy requirements were met, and some are in process. New procedure guidelines for reserves influences the progress on this outcome. Current budget reserves follow the policy. The college reviewed and	aging/or close to full depreciation. • ***Outcome 3:*** College developed a method of long-term planning to address capital and strategic initiatives funding. The FY22 was developed with new procedure guidelines and the following reserves were funded: capital fund - $302,000; Strategic fund – $302,000; information technology - $302,000. GF reserves and contingency funded at advisory levels (see budget document FY22). Budget monitoring and training helps the college meet compliance requirement and stabilize funding requirements. • ***Outcome 4:*** Budget monitoring and training helps the college meet compliance requirement and stabilize funding requirements. • ***Outcome 5:*** Outcome target was exceeded, will	• Continue monitoring fiscal indicators. • Continue monitoring and funding budget reserves to full levels. • Continue training campus.

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		revised AP 6250 as well as developed a new Reserves procedure AP 6305 (introduced to BOE on May 12) that addresses capital and strategic reserves. • **Outcome 4:** Outcome target was met. Due to consistent adhering to strict balanced budgeting and reserve policy requirements, the Campus successfully stabilized the ending fund balance (see Fiscal Indicators file). We are monitoring resource gaps and expenditures to hold the position. • **Outcome 5:** Outcome target exceeded. Budget manager monitors budgets every quarter with certain areas being reviewed every 6 weeks. Discussions and communication are consistently held with the departments that require attention. Through May, 98% of budgets were operating within allocations (target was 95%).	continue to monitor, and adjust as needed.	

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BS Tactic 2:	Outcome Target(s):	Action(s):	BS Tactic 2 Assessed:	BS Tactic 2 Next Steps:
Strengthen quality, efficiency, and effectiveness of Business Service operations -- *also aligns with SP Goal 1b, 1c.*	• *Outcome 1:* Satisfaction for quality of services provided at 90% or above. • *Outcome 2:* 1% monthly decrease in errors on submitted documentation for processing by outside users. • *Outcome 3:* Decreased time for processing documentation (90% of A/P is processed within the due deadlines).	• *Outcome 1:* The Campus survey is complete with the following results: |	NOT SATISFIED	SOMEWHAT SATISFIED	NOT APPLICABL PARTICIPATE/DID
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Accounting and Finance	3.26% 3	7.61% 7	
Budget	3.26% 3	7.61% 7	
Hawk Shop (campus store)	2.17% 2	10.87% 10	
Purchasing	1.09% 1	9.78% 9	| • *Outcome 2:* Accounts Payable is tracking a spreadsheet that identifies the issues but follow up is needed to coordinate the trainings with the departments. The major problem identified as the as PO not approved by the time invoice is being processed against the PO. • *Outcome 3:* Data indicates that we experience spike in late invoice submission in December/January month due to campus closure or during the vacation time of staff. Most significant reason for lateness to process is due to late submissions from source.	• BP/AP crosswalk assignment files developed to track the progress of policy/procedure conversion. • Operational plans reflect the progress on documentation and trainings progress with Budget department is 100% on track; Purchasing is on track to complete in FY 22; Accounting and Finances is delayed in some areas due to staff turnover. • Individualized trainings and frequent communication with campus budget managers has led to 98% of budget operating within allocations to date. • Overall, there was a very low percent of "not satisfied responses". We are focusing on transitioning our services to Laserfiche.	• Additional policies and procedures are recommended to be developed by the College-- work will continue into next year. • Efforts will concentrate on filling vacant positions. • Budget office will be contacting UCCOnline to be trained for completing virtual trainings in Summer 2021--project is expected to be complete 9/30/2021. • Review feedback received with departments, identify areas to improve, and continue to monitor. • When BS position is filled, the processing of the A/P invoices should begin to be alleviated some of the load experience by the A/P. Staff onboarding and training influences successful achievement of this outcome.

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AP is tracking data on a monthly basis:

						Fiscal Year 2020-21					
	July	August	September	October	November	December	January	February	March	April	May
Total Invoices	234	359	355	404	389	281	198	380	531	370	330
# of Invoices Processed by Due Date	37	47	19	50	81	36	37	62	33	37	25
# of Invoice processed within 7 days from Due Dat	197	321	316	395	374	262	157	368	503	353	310
# of Invoice processed 7 days after Due Date	41	31	34	9	15	19	41	11	20	13	12
Still Outstanding	8	15	9	3	6	17	23	3	9	7	12
Percent of Late invoices	21%	13%	12%	3%	5%	13%	32%	4%	5%	5%	7%
Invoices submitted 2 Weeks prior Due date	87	211	186	118	116	47	59	180	224	70	91
Invoices submitted after Due Date	20	29	25	38	38	64	30	20	38	52	22
Percent submitted late	9%	8%	7%	9%	10%	23%	15%	5%	7%	14%	7%

FS Tactic 1:	Outcome Target(s):	Action(s):	FS Tactic 1 Assessed:	FS Tactic 1 Next Steps:

Support Academic Tactical Plan by enhancing the learning and teaching environment—*also aligned with SP Goal 1b.*	100% completion of yearly funded projects.	Two locations on campus were identified to undergo renovation and are near completion:
		
		• **Jackson Hall** (95% complete)
		Successes: The facility has refreshed the learning environment with new lighting, paint, flooring, technology, and HVAC BAS upgrades
		Challenges: The facility has met a large increase in all relative construction costs. This project is over budget by about 20%.
		• **Lockwood Hall** (85% complete)
		Successes: The facility was repurposed with a machine
			• Both projects are on track for completion.
			• Identified systematic process for facility upgrades with consistent funding mechanism.
			• Implement identified upgrades and/or renovations based on priorities.
			• Expected energy savings due to the upgrades in BAS and Lighting.
			• Implement identified upgrades and/or renovations based on priorities.
				• Annually identify specific academic space for renovation and/or upgrades and implement improvements.
				• Utilize process to determine positive results and set lessons learned as standards for future renovations.
				• Determine priorities based on:
				  • Academic needs
				  • Conditions assessment
				  • Academic Tactical Plan

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		shop for apprenticeship. There was a significant expansion to Welding/Fabrication to facilitate a growing student base as well as upgraded technology. *Challenges:* There was a couple long lead items that are still outstanding. Some of the equipment for completion will be installed upon arrival--roughly 10% of the project that is going to reach into the 21/22 fiscal year.		
FS Tactic 2: Provide the most accessible and safest work environment as permitted by available resources.	**Outcome Target(s):** Security Survey outcomes to include increase in campus community comfort level to exceed 80% satisfaction.	**Action(s):** Staff and Faculty Survey indicated: • 10.87% dissatisfaction rate • 85% of respondents indicated they were *somewhat* satisfied - *very* satisfied. Efforts have been made to obtain funding for a more robust camera/face recognition/point of entry system for the campus and investigating external funding for this retrofit.	**Tactic 2 Assessed:** Although results have landed within the parameters of our goals related to an 80% satisfaction rate, we are identifying opportunities to improve this effort for a more comfortable work environment.	**Tactic 2 Next Steps:** FS will continue to move forward with training and technology improvements. Chief of Security was lost to retirement. Efforts continue to determine options for replacement, promotion, or other relative options.

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FS Tactic 3:	Outcome Target(s):	Action(s):	FS Tactic 3 Assessed:	FS Tactic 3 Next Steps:
Provide systematic maintenance and upgrades to facilities.	Completion of projects indicated within the collaboration between Provost Council, Facilities Council and Academic Tactical planning.	• Identified systematic process for facility upgrades with consistent funding mechanism that is routinely accessed as the primary resource for facility needs and scheduled equipment replacement. • Implement identified upgrades and/or renovations based on priorities, set forth by a forward-thinking plan that supports academics and student success.	• Identified systematic process for facility system upgrades with consistent funding mechanism. • 100% completion of yearly funded projects.	FS will continue to work with Provost Council and their academic tactical plan to identify specific needs for innovation, new programs, upgrades in learning spaces and equipment upgrades.
FS Tactic 4: Enhance cleaning practices and sanitation—*also aligned to SP Goal 1b.*	**Outcome Target(s):** Document 0% of persons infected on campus (no reported infections).	**Action(s):** • Documented no person on campus was infected (0% infection rate). • Increased training opportunities for specialized Pandemic CoV-2 specific disinfectant techniques. • Utilized external resources to support training to supervisor and routine follow up with staff through demonstration and staff meetings.	**FS Tactic 4 Assessed:** • Tactics and operations contributed to successful outcome achievement. • Kits for shared cleaning responsibilities have been distributed throughout campus, specifically stationed in all teaching and learning spaces as well as common spaces. • Signage has been distributed campus wide promoting distancing requirements, capacities for gathering spaces, and	**FS Next Steps:** FS is moving forward with plans to begin meeting face to face. In anticipation of this, every effort has been made to be as visible as possible to continue enforcement of efforts to keep campus community partners as safe as possible.

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		• Additional equipment was purchased for disinfecting process.	hygiene recommendations.	
HR Tactic 1: Create Online New Employee Orientation—*also aligned to SP Goal 1b, 1c.*	**Outcome Target:** Create, develop, and maintain an online New Employee Orientation with an overall satisfaction rating of 75%.	**Action(s):** • All employees were invited via Umpqua Updates to review the program and were asked to submit comments, corrections, and needed additions by the end of January 2021. • February of 2021: A small test group of new employees reviewed the program and submitted feedback. • A user survey was created and embedded in the NEO for satisfaction data collection. • A Certificate of Completion was created in the program detailing topics of information provided. • Online New Employee Orientation was launched May 2021 (virtual confetti sprinkled).	**HR Tactic 1 Assessed:** • Tactic actions have provided positive results and the New Employee Orientation is now being used. • The addition of the certificate of completion in the program has provided the HR Department a trackable proof of information provided to new employees. • Additionally, incorporating a survey of satisfaction in the program itself will assist in making data driven decisions regarding the enhancement of the Online New Employee Orientation content.	**HR Tactic 1 Next Steps:** *Academic Year 2021-2022* • Assign new employees' access to the online NEO, incorporate into onboarding process. • Process completion certificates and place in personnel files. • Begin to gather satisfaction rating data from survey. • Implement maintenance plan and continue to refine and update the Online New Employee Orientation. *End of Academic Year 2021-2022* • Compile overall satisfaction results: initial target 75% satisfaction.
HR Tactic 2: Establish employee performance evaluation tracking	**Outcome Target:** Activate employee performance tracking module in Banner,	**Action(s):** • Current employee evaluation due dates were	**HR Tactic 2 Assessed:** • Employee performance evaluation tracking is currently active and being	**HR Tactic 2 Next Steps:** To maintain continued improvement on the Employee Performance Evaluation

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in Banner--*also aligned to SP Goal 1b, 1c.*	enter current staff data and produce a user-friendly method of data access and communications.	entered into the Banner System. • A small administrative focus group was used to test the initial launching of the Banner tracking of employee evaluations in January 2021. Feedback was received and changes were initiated to enhance the user friendliness of the process. • A letter went out to all administration the week of February 15, 2021, describing the new Banner tracking process of employee performance evaluations. This included instructions on how to access the data. • Employee performance evaluation tacking is now live in Banner, launch date was March 2021. • Automated emails generated by Banner are sent out to administrators as a reminder and updating information.	used in the Banner System (effective March 2021). • Feedback is being provided by administrators addressing issues and areas of opportunities to improve the process are ongoing.	Tracking in Banner the following items need to be addressed moving forward: • Creating a depository for newly completed evaluations that provide ease of access for administrators. • A timely process to update completed submissions of employee evaluations. • Include this in the annual staff survey to establish rate of satisfaction data and then target improvement.

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HR Tactic 3:	Outcome Target(s):	Action(s):	HR Tactic 3 Assessed:	HR Tactic 3 Next Steps:
Efficient electronic (paperless) processes for HR/Payroll functions-- *also aligned to SP Goal 1b, 1c.*	• Identify HR areas to enhance processes to electronic format (100% initial area identified as *onboarding for this target; other areas will be identified as targets and prioritized moving forward).* • Develop/map required workflows (100% initial area first, then other areas will be targeted after pilot initial area; outcome targets will be set in the future). • Create electronic/paperless processes (100% initial area first, then other areas will be targeted after pilot initial area;	• Progress continues to move forward in achieving new efficient electronic (paperless) processes for Human Resources and Payroll functions. • Initial HR areas of process enhancement have been identified (starting with electronic onboarding of new employees), required workflows have been mapped. • HR, jointly with the IT Department has attended the initial launch meeting of Laser Fiche. HR has been identified as the first department to begin training in the use of Laser Fiche. Currently in alpha testing phase. • Testing is done at least once weekly with full team which consists of 1 HR member and 3 IT members. On occasion testing is completed multiple times a week depending on issues that arise.	• On-track 2-year plan Target completion date: 10/2022. • All tactical actions have moved us forward to the point of testing the onboarding process created in Laserfiche. This tactic is on track for completion/initial launch of 10/2022. • Special note: the IT Department has coordinated and worked with HR and have done an outstanding job on this project. The HR Department is looking forward to the testing phase and gaining knowledge in how to create additional new efficient electronic processes.	• On-track 2-year plan Target completion date: 10/2022. • Complete testing of the onboarding process created in Laserfiche. • Develop survey to track satisfaction percentage in areas of efficiencies: ease of use, time savings (target 70% satisfaction). • Working closely with IT, refine efficiencies of electronic paperless processes for HR/Payroll.

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	outcome targets will be set in the future). • Survey data reflecting 70% satisfaction rating of processes.	• Upcoming, testing of the onboarding process by the HR Department.		
HR Tactic 4: An equitable, inclusive employment selection committee without barriers-- *also aligned to SP Goal 1b, 1c.*	**Outcome Target(s):** Create in Canvas a New Employee Selection Committee training focusing on Diversity, Equity, and Inclusion with a 70% satisfaction rating of trainees.	**Action(s):** • A shell has been created in Canvas to host the new employee selection committee training. • Although this project is currently slightly off track, the anticipated March 1, start date of the new Compliance Officer, in collaboration with the Director of Human Resources, will catapult this diversity, equity and inclusion training initiative forward.	**HR Tactic 4 Assessed:** • This tactic is slightly off-track, with a target completion date: 12/2021. • Direct Compliance Officer to work in conjunction with the IDEAL Committee and the Director of Human Resources to establish an Ad hoc committee to construct training modules. • Create survey in the Canvas shell to track satisfaction percentage data.	**HR Tactic 4 Next Steps:** Although the project is slightly off-track, challenges can be mitigated to create forward movement by: • Establishing an IDEAL ad hoc committee. • Completing extended search advocate training. • Setting the foundation for the search committee training. • Creating the training. • Launching a test pilot.

SP Objective 1b: Refine/redesign processes and procedures to increase efficiency/effectiveness across all campus.

PLAN		EVALUATION		NEXT STEPS
TACTIC Measurable action	**MEASUREMENT** Indicator(s) of success	**ASSESS ACTION** Progress successes and challenges	**ASSESS RESULTS** Analysis and Interpretation	**ACTION PLAN 2021-2023**

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implemented to produce outcome				
ADV Tactic 1: Develop a website that best serves internal and external user needs.	**Outcome Target(s):** • *Outcome 1:* By June 2021, attain compliant, quality, up to-date webpages with a DCI score of 85% or better. • *Outcome 2:* In 2020-21, 75% of campus web editors feel adequately trained to perform this work.	**Action(s):** At mid-year ADV reported on track status with mass web editor training in November with 24 employees in attendance.	**ADV Tactic 1 Assessed:**	**ADV Tactic 1 Next Steps:**
ADV Tactic 2: Create a website that best serves internal and external user needs	**Outcome Target(s):** • 100% of campus operational areas (15 of 15) have streamlined webpages.	**Action(s):** At mid-year ADV reported on track status with remaining webpages for various operational areas in the process of creation/revision. Academic division landing pages were identified as under construction with the intent to house newly produced academic videos and create streamlined access to academic program content.	**ADV Tactic 2 Assessed:**	**ADV Tactic 2 Next Steps**

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BS Tactic 1:	Outcome Target(s):	Actions(s):	Bs Tactic 1 Assessed:	BS Tactic 1 Next Steps:
Enhance the College's sustainability by fostering responsible environment supported by data driven decision making---see *report in SP Goal 1a for details.*	*Outcome 1*: 90% or more of participants understand resource allocation process and deem process fair. *Outcome 2:* Fiscal indicators meet benchmarks. *Outcome 3*: Reserves meet policy requirements. *Outcome 4:* Trend for ending fund balance improved or stabilized. *Outcome 5:* 95% of the budgets within budgeted allocations at year end.	*See report in SP Goal 1a for details.*	*See report in SP Goal 1a for details.*	• Summer 2021: Feedback from stakeholders will be reviewed for opportunities of further improvement to the resource allocation process. • Continue monitoring cost drivers and revising forecasts as new information becomes available. • Continue monitoring cost centers for potential threats. • IEC is currently developing a method of formal solicitation for feedback. • Continue monitoring fiscal indicators. • Continue monitoring and funding budget reserves to full levels. • Continue training campus.
BS Tactic 2: Strengthen quality, efficiency, and effectiveness of Business Service operations ---see *report in SP Goal 1a for details.*	**Outcome Target(s):** • Outcome 1: Satisfaction for quality of services provided at 90% or above. • Outcome 2: 1% monthly	**Action(s):** *See report in SP Goal 1a for details.*	**BS Tactic 1 Assessed:** *See report in SP Goal 1a for details.*	**BS Tactic 2 Next Steps:** • Additional policies and procedures are recommended to be developed by the College-- work will continue into next year.

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	decrease in errors on submitted documentation for processing by outside users. • Outcome 3: Decreased time for processing documentation (90% of A/P is processed within the due deadlines).			• Efforts will concentrate on filling vacant positions. • Budget office will be contacting UCCOnline to be trained for completing virtual trainings in Summer 2021--project is expected to be complete9/30/2021. • Review feedback received with departments, identify areas to improve, and continue to monitor. • When BS position is filled, the processing of the A/P invoices should begin to be alleviated some of the load experience by the A/P. Staff onboarding and training influences successful achievement of this outcome.
CEP Tactic 1: Reduce manual processes to manage student and payment information from the Enrole system.	**Outcome Target(s):** • 80% of noncredit students are satisfied with the registrations process (surveyed annually). • Finance, Registration, IT, and non-credit	**Actions:** • Survey of 2019-2020 CWT students showed that 80% of registrants were Satisfied or Highly Satisfied with the registration process using Enrole. This will be used as a baseline for this project. • Dean participated in the "paperless" software task force process.	**CEP Tactic 1 Results Assessed:** • The Enrole system serves the needs of non-credit customers and provides a flexible method for registration and management by CWT, SBDC, and Youth Recreation (due to 80% satisfaction rating on 2019-2020 survey).	**CEP Tactic 1 Next Steps:** • 2020-21 satisfaction survey will be conducted in July or August 2021. We anticipate results being influenced by the shift in audiences served during COVID-19. • Finalize and test automated posting of financials from Enrole to Banner.

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	units report they are satisfied with the upload process to Banner (collaborative outcome with IT; target rate not yet determined). • Noncredit departments report having satisfactory functionality and data to sign up, manage, market, and pull data for planning from the system (target to be determined).	• IT began steps to implement automated process to post financial transactions from Enrole report to Banner accounts. • CWT department working with Enrole to customize processes and create reports that will decrease the time by CWT and Finance Office to manage and post CPR class financials.	• Work to automate is slower than anticipated but is occurring. The purchase of Laser Fische is helpful. • Less time/resources will be needed by Finance staff once the posting of financial reports is automated. • The addition of an *Operations Manager* to CWT would accelerate internal processes towards automation and help maximize output from Enrole system.	• Support IT with implementing financial posting of registration info from Enrole to Banner. • Continue improvement and automation of internal processes for CWT, SBDC and Youth Recreation.

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FS Tactic 1: Support Academic Tactical Plan by enhancing the learning and teaching environment—*see report in SP Goal 1a for details.*	**Outcome Target(s):** 100% completion of yearly funded projects.	**Action(s):** *See report in SP Goal 1a for details.*	**FS Tactic 1 Assessed:** *See report in SP Goal 1a for details.*	**FS Tactic 1 Next Steps:** - Annually identify specific academic space for renovation and/or upgrades and implement improvements. - Utilize process to determine positive results and set lessons learned as standards for future renovations. - Determine priorities based on: - Academic needs - Conditions assessment - Academic Tactical Plan
FS Tactic 4: Enhance cleaning practices and sanitation—*see report in SP Goal 1a for details.*	**Outcome Target(s):** Document 0% of persons infected on campus (no reported infections).	**Action(s):** *See report in SP Goal 1a for details.*	**FS Tactic 4 Assessed:** *See report in SP Goal 1a for details.*	**FS Tactic 4 Next Steps:** With the documented achievement of the outcome target (0% infection rate), FS is moving forward with plans to begin meeting face to face. In anticipation of this, every effort has been made to be as visible as possible to continue enforcement of efforts to keep campus community partners as safe as possible.

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| HR Tactic 1:
Create Online New Employee Orientation— *see report in SP Goal 1a for details.* | Outcome Target:
Create, develop, and maintain an online New Employee Orientation with an overall satisfaction rating of 75%. | Action(s):
See report in SP Goal 1a for details. | HR Tactic 1 Assessed:
See report in SP Goal 1a for details. | HR Tactic 1 Next Steps:
Academic Year 2021-2022
• Assign new employees' access to the online NEO, incorporate into onboarding process.
• Process completion certificates and place in personnel files.
• Begin to gather satisfaction rating data from survey.
• Implement maintenance plan and continue to refine and update the Online New Employee Orientation.

End of Academic Year 2021-2022
• Compile overall satisfaction results: initial target 75% satisfaction. |
| HR Tactic 2:
Establish employee performance evaluation tracking in Banner—*see report in SP Goal 1a for details.* | Outcome Target:
Activate employee performance tracking module in Banner, enter current staff data and produce a user-friendly method of data access and communications. | Action(s):
See report in SP Goal 1a for details. | HR Tactic 2 Assessed:
See report in SP Goal 1a for details. | HR Tactic 2 Next Steps:
To maintain continued improvement on the Employee Performance Evaluation Tracking in Banner the following items need to be addressed moving forward:
• Creating a depository for newly completed evaluations that provide |

				ease of access for administrators. • A timely process to update completed submissions of employee evaluations. • Include this in the annual staff survey to establish rate of satisfaction data and then target improvement.
HR Tactic 3: Efficient electronic (paperless) processes for HR/Payroll functions—*see report in SP Goal 1a for details.*	**Outcome Target(s):** • Identify HR areas to enhance processes to electronic format (100% initial area identified as *onboarding for this target; other areas will be identified as targets and prioritized moving forward).* • Develop/map required workflows (100% initial area first, then other areas will be targeted after pilot initial area; outcome	**Action(s):** *See report in SP Goal 1a for details.*	**HR Tactic 3 Assessed:** *See report in SP Goal 1a for details.*	**HR Tactic 3 Next Steps:** • On-track 2-year plan Target completion date: 10/2022. • Complete testing of the onboarding process created in Laserfiche. • Develop survey to track satisfaction percentage in areas of efficiencies: ease of use, time savings (target 70% satisfaction). • Working closely with IT, refine efficiencies of electronic paperless processes for HR/Payroll.

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	targets will be set in the future). • Create electronic/paperless processes (100% initial area first, then other areas will be targeted after pilot initial area; outcome targets will be set in the future). • Survey data reflecting 70% satisfaction rating of processes.			
HR Tactic 4: An equitable, inclusive employment selection committee without barriers--*see report in SP Goal 1a for details.*	**Outcome Target(s):** Create in Canvas a New Employee Selection Committee training focusing on Diversity, Equity, and Inclusion with a 70% satisfaction rating of trainees.	**Action(s):** *See report in SP Goal 1a for details.*	**HR Tactic 4 Assessed:** *See report in SP Goal 1a for details.*	**HR Tactic 4 Next Steps:** Although the project is slightly off-track, challenges can be mitigated to create forward movement by: • Establishing an IDEAL ad hoc committee. • Completing extended search advocate training. • Setting the foundation for the search committee training. • Creating the training.

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				• Launching a test pilot.
IT Tactic 2: Enhanced efficiency and accuracy via Paperless Campus processes	**Outcome Target(s):** • 95% of employees and students transitioned to MS 365. • 90% of G-Suite tools transitioned to MS 365 tools. • 80% of paper printing processes transitioned to electronic. • Ability to perform e-signature on forms. • Video trainings available on website for initial questions. • Demand on printer toner/paper reduced by 20%. • Enhance 21/22 Survey to measure	**Actions:** • MS 365 suite was included in the roll-out and face to face (Outlook) training for laptops and VDI's. Additional training via videos will be created for other applications and to transition the G-Suite tools. • Laserfiche was acquired, and HR onboarding first process transitioned. • The employee survey was enhanced for 20/21 to set a baseline based on employee perceptions. • Demand on printer toner/paper reduction is not accurate due to COVID-19 and campus being closed.	**IT Tactic 2 Results:** • Total mailboxes: 872 per Microsoft management tools: 178 people moved to MS 365 363 mailboxes moved 509 employee mailboxes remaining • Unable to migrate students currently due to Microsoft's delay in releasing multi-tenant support. (**Impact:** This creates a 1-year delay for students). • Laserfiche: Implementation was scheduled to take 1 month, but due to technology issues it required 3 months, affecting launch of HR onboarding (with E-signature)-currently in user acceptance with 6/26 go live date. • DocuWare: Use of accept/reject buttons in workflows versus	**IT Tactic 2 Next Steps:** • Summer 2021 convert part-time employees to MS 365 & move webmail link. • Summer 2022 convert students to MS 365. • Laserfiche projects: a) HR onboarding b) Travel c) Admission/Financial aid/records & registration d) Accounts Payable e) Outstanding Docuware forms f) Conversion g) Faculty forms • Create video for end user Laserfiche use. • Measure 21/22 survey for impact of paperless value added

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	paperless value added		signatures on documents will require unexpected user training. • 20/21 survey results for paperless impact resulted in a weighted average of 3.30.	
IT Tactic 3: Same day posting and registration recognition for the CWT student	**Outcome Target(s):** • Posting of finance journals, registration, and student information prior to start of new business day. • If Enrole sunset: Ease of community educ. Student to register for class without additional abandonments on website.	**Actions:** • Evaluation of Enrole integration and collecting requirements.	**IT Tactic 3 Results Assessed:** • Project just scheduled to kick off this summer. IT department started reviewing documentation and sample data May 21.	**IT Tactic 3 Next Steps:** • Research Enrole use and capability vs Banner capability – Jul 21. • Decide on integration or sunset Enrole – Jul 21. • Develop solution – Aug 21. • Create communication & implementation plans – Aug 2021. • Measure: annual reduction of 80% (2080 hrs registration + 130 hrs finance) without impacting students registering for classes.
IT Tactic 4: Single identity access	**Outcome Target(s):** • Banner 9 implemented. • All LDAP support software transitioned to AD.	**Actions:** • Banner 9 was completed with user testing, except for SSO, and all major bugs identified/corrected. Approval to implement by Banner 9 team received.	**IT Tactic 4 Results Assessed:** • Banner 9 implementation delayed until summer 2021 due to 3rd party vendor software issues regarding SSO.	**IT Tactic 4 Next Steps:** • Communicate impact to students due to transition to SSO – Jul 21 . • Implement Banner 9 – Aug 21.

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	• Reduction in password resets by 20%	• Issue with SSO (third party) identified prior to going live in Dec., causing delay until summer 2021.		• Identify LDAP applications to migrate. • Transition LDAP applications. • Measure password resets
IE Tactic 1: Integrate data-informed IE processes throughout campus in an intentional collaborative manner.	**Outcome Target(s):** ~~Indicator 8~~ Institutional Effectiveness Rubric assessment ratings move from "emerging" to "developed" by 7/22.	**Actions:** • Cross-collaborative TPs were designed, IE discussion guide, and meeting minutes templates were created/made available to campus • IE Training initiatives were identified (both for IEC and cross-campus) as necessary and plans are underway with target launch of January 2022. • Program Assessment, Program Review, and Academic Assessment Handbook are in a collaborative design phase and set for fall/winter completion of process with spring 2022 implementation. • IR processes (19% reduction in time to complete tasks), data integrity (100%	**IE Tactic 1 Results Assessed:** • Outcome results were projected to be assessed by 7/22. With the successes experienced at the output levels, and actions taken to foster continued and collaborative culture of data-informed processes extending throughout campus on a continuous basis, we are on track to shift from "emerging" to "developed" by 7/22. • The efforts taken to document IR processes and methods proved invaluable to work efficiency. • Timely and collaborative Ad hoc responses to data requests contributed to reinstatement of	**IE Tactic 1 Next Steps:** • Continued encouragement and guidance will be provided by IE office in collaboration with SLT members to continue and monitor work and move the dial toward the target of shifting from "emerging to developed" on the IE Rubric. • Continued refinement of SP processes and data support to align with college mission and evolving needs of areas of operation. • Continued faculty collaboration for academic assessment processes with implementation by Spring 2022. • Continue efforts to improve IR processes to reach 50%-time reduction outcome threshold.

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		problem discovery), data request responses (50-100 responses with 0 complaints), and equity gaps were refined/improved. • IR and IED participated OCCCIR quarterly meetings, as well as several impromptu meetings regarding the post-secondary data partnership.	accreditation with no warnings. • Cross-campus collaboration resulted in new methods to capture institutional indicator data. • Efforts to develop collaborative academic assessment processes, while challenging due to the depth of design and collaboration necessary to achieve goals, is on target.	• Continue professional development to improve area response to campus needs.
IE Tactic 2: Use comparative, survey, and trend data to inform IE processes that lead to improvement in achievement of mission fulfillment.	**Outcome Target(s):** Institutional effectiveness rubric assessment ratings move from "emerging" to "developed" by July 2022.	**Actions:** • Comparison college benchmarking list completed; annual comparisons will be used in data informed decisions campus wide. • Annual student, employee, and community surveys were revised and implemented (student response rate: 6.03%; employee response rate: 31%; two participants responded to the community survey—survey was closed and determined will re-survey next year with	**IE Tactic 2 Results Assessed:** • Results were projected to be assessed by 7/22. With the successes experienced at the output levels, and actions taken to use comparative, survey, and trend data to inform IE processes, we are on track to shift from "emerging" to "developed" by 7/22. • Several areas of surveys earmarked for improvement to increase accuracy of data and reduce duplication across surveys.	**IE Tactic 2 Next Steps:** • Continued development and use of comparative, survey, and trend data will be utilized and encouraged by the IE office to monitor work and move the dial toward the target of shifting from "emerging to developed" on the IE Rubric. • Implementation of college benchmarking to make informed decisions. • Continued refinement of survey data collection and dissemination to increase response rates, validity, and applicability of data

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		improved promotion to increase response rate). • Academic data packets refined/completed on time; maintained/fine-tuned institutional indicators. • Equity data analysis project for Early Momentum and DFW Rates was identified and is being developed in cross-collaboratively; projected project completion of June 2022.	• The need for increased exploration into what factors have the most influence on indicators for students would be beneficial to discover what needs exist and further what methods can be employed to reduce equity gaps/negative performance levels.	collected to inform decisions. • Continue development of quantitative and qualitative data gathering to determine the needs of UCC students and guide methods of intervention.
IE Tactic 3: Using an inclusive process, modify and extend the Strategic Plan through 2023.	**Outcome Target(s):** Successful modification and extension of the Strategic Plan through 2023.	**Actions:** • Guided by the President, an inclusive process was used to modify and extend the Strategic Plan through 2023.	**IE Tactic 3 Results Assessed:** The Strategic Plan was extended through 2023.	**IE Tactic 3 Next Steps:** Continue to monitor Strategic Plan outcomes according to established systematic Strategic Plan process.

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IE Tactic 4:	Outcome Target(s):	Actions:	IE Tactic 4 Results Assessed:	IE Tactic 4 Next Steps:
Implement process to prepare NWCCU Year-6 PRFR Report and Year-7 Institutional Effectiveness Self-Evaluation.	Successful reaffirmation in 2023 with no warnings, three commendations, and fewer than five recommendations.	• **Year-6 PRFR** ○ Documentation processes are updated and collaborative report draft is on-track with projected first draft revision process starting fall term and final editing completed by Jan/Feb 2022. • **Year-7 EIE** ○ Documentation processes are on track, reaffirmation timeline created, report outline drafted and team members/roles identified; program assessment and review processes continue in cross-collaborative design phase. • NWCCU Liaison feedback, for both reports (Year-6; Year-7) was positive and stated we are on track, to continue as we are; also stated we are "early" in our planning process for the reports. • **Training** IR and IED sought professional development opportunities with both	• Work to date has placed us on track for completion of reports. • It is too early to determine with extensive certainty if we will achieve our outcome but based on our self-assessment and the comments from our NWCCU liaison we are on track.	• Continue writing both PRFR and Year-7 EIE according to chosen format but will watch for a template this summer that NWCCU will design to help institutions fulfill the PRFR requirements; some institutions are missing the mark and it is thought, by NWCCU, a template or portal will be beneficial. • IED/IR will continue to attend training offerings and conferences. • IE/IR will continue to offer 1:1 guidance and/or group training as necessary to continue campus accreditation awareness and evidence-based decision-making to increase assessment skills that support continuous improvement for student learning and achievement.

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		OCCCIR and the NWCCU that informed evidence-based decision making and IE.		

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SP Objective 1c: Utilize equity lens college-wide in the development and review of policies, practices, services, programming, activities, and resource allocation decisions.

PLAN		EVALUATION		NEXT STEPS
TACTIC Measurable action implemented to produce outcome	**MEASUREMENT** Indicator(s) of success	**ASSESS ACTION** Progress successes and challenges	**ASSESS RESULTS** Analysis and Interpretation	**ACTION PLAN 2021-2023**
AS Tactic 1: Equity gaps in student success will be reduced by July 1, 2022.	**Outcome target(s):** - Equity gaps will be reduced by 25% in two years. 80% of the faculty will participate in at least one training per term to better understand how equity gaps impact learning	**Actions:** *Output*: Faculty and student support trainings are scheduled and implemented. *Output:* Data that measures equity gaps in learning will be collected and evaluated each term. Meetings in March, April, and May with constituents (ACSC chair, IR, AVPESS, AVPAS, IE Director etc.) discussed equity gap issues and student success, feasibility of including student profile information at the top of the course evaluation form, how the topic impacts teaching and learning, NWCCU requirements, and relation	**AS Tactic 1 Results Assessed:** The outcome measurement for this tactic may have been too ambitious given the following factors: - UCC began closely examining EMM in Winter Term focused on Math and Writing. - Lack of knowledge/training, current data collection protocol, and level of readiness in closing equity gaps in learning to participate in needed conversations. - Need to determine how equity data and related issues connect to the Institutional Indicators.	**AS Tactic 1 Next Steps:** *Summer 2021:* - Regroup with key constituents to develop next steps and how UCC can manage this important tactic as it relates to retention and narrowing the equity gap. - Equity gap trainings will be developed for Fall Inservice/fall term. - A decision was made to focus on PT vs. FT students, Math and Writing for now. *2021-2022 AY:* Implement, work plan, and generate data.

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		to IDEAL. Subcommittee work transpired. Faculty training will be developed as the process unfolds.	• Student profile information should be included in the course evaluation as an opportunity to start aggregating information. This action cannot be achieved until we revise our current course evaluation form.		
BS Tactic 1: Enhance the College's sustainability by fostering responsible environment supported by data driven decision making---see *report in SP Goal 1a for details.*	**Outcome Target(s):** *Outcome 1*: 90% or more of participants understand resource allocation process and deem process fair. *Outcome 2:* Fiscal indicators meet benchmarks. *Outcome 3*: Reserves meet policy requirements. *Outcome 4:* Trend for ending fund balance improved or stabilized. *Outcome 5:* 95% of the budgets within budgeted allocations at year end.	**Actions(s):** *See report in SP Goal 1a for details.*	**Bs Tactic 1 Assessed:** *See report in SP Goal 1a for details.*		**BS Tactic 1 Next Steps:** • Summer 2021: Feedback from stakeholders will be reviewed for opportunities of further improvement to the resource allocation process. • Continue monitoring cost drivers and revising forecasts as new information becomes available. • Continue monitoring cost centers for potential threats. • IEC is currently developing a method of formal solicitation for feedback. • Continue monitoring fiscal indicators.

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				• Continue monitoring and funding budget reserves to full levels. Continue training campus.
BS Tactic 2: Strengthen quality, efficiency, and effectiveness of Business Service operations ---*see report in SP Goal 1a for details.*	**Outcome Target(s):** • ***Outcome 1:*** Satisfaction for quality of services provided at 90% or above. • ***Outcome 2:*** 1% monthly decrease in errors on submitted documentation for processing by outside users. • ***Outcome 3:*** Decreased time for processing documentation (90% of A/P is processed within the due deadlines).	**Action(s):** *See report in SP Goal 1a for details.*	**BS Tactic 1 Assessed:** *See report in SP Goal 1a for details.*	**BS Tactic 2 Next Steps:** • Additional policies and procedures are recommended to be developed by the College--work will continue into next year. • Efforts will concentrate on filling vacant positions. • Budget office will be contacting UCCOnline to be trained for completing virtual trainings in Summer 2021--project is expected to be complete9/30/2021. • Review feedback received with departments, identify areas to improve, and continue to monitor. • When BS position is filled, the processing of the A/P invoices should begin to be alleviated some of the load experience by the A/P. Staff onboarding and training influences successful achievement of this outcome.

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ESS Tactic 1:	Outcome Target(s):	Actions:	ESS Tactic 1 Results Assessed:	ESS Tactic 1 Next Steps:
Review of key policies and programs with equity lens.	3% increase in students' perceptions of UCC being a welcoming campus.	• Reviews of specific policies occurred, but a systematic review of policies, forms, programs, and services was not performed (Output target: 25%) • Utilizing an inclusive lens, Enrollment and Student Services Council (ESSC) established its charter, identified policies, programs, and services within ESS to investigate negative impact on all student demographic groups, and developed and reviewed BP and AP relating to ESS. • Initiated review and update of Standards of Student Conduct, providing insight/advice into conduct violations and disciplinary processes. • 2021 annual student survey data shows the following responses to *whether the campus is inclusive and welcoming*:	• Policies and programs that appeared in College Council were reviewed through an equity lens. However, without a more formal structure in place, it is difficult to make progress toward outcome target on all ESS policies and procedures. • With establishment of the ESSC and clarity of its charter, a systematic method for reviewing policies and procedures now exists. • ESCC may need to identify internal processes to ensure the work is done consistently and with quality assurance.	With the success experienced at the output levels this year, ESS will continue and monitor work toward fulfilling the outcome target by: • Reviewing the Code of Student Conduct and recommending changes for implementation fall 2021. • Identifying internal processes to use for reviewing policies and clearly outlining how items move through the governance process (Target: summer 2021). • Identifying items to review, with implementation fall 2021 for AY 2021-2022.

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		36.78% Very satisfied 35.63% Satisfied 20.69% NA 6.90% Somewhat satisfied 0.00% Not satisfied		
HR Tactic 1: Create Online New Employee Orientation— *see report in SP Goal 1a for details.*	**Outcome Target:** Create, develop, and maintain an online New Employee Orientation with an overall satisfaction rating of 75%.	**Action(s):** *See report in SP Goal 1a for details.*	**HR Tactic 1 Assessed:** *See report in SP Goal 1a for details.*	**HR Tactic 1 Next Steps:** ***Academic Year 2021-2022*** • Assign new employees' access to the online NEO, incorporate into onboarding process. • Process completion certificates and place in personnel files. • Begin to gather satisfaction rating data from survey. • Implement maintenance plan and continue to refine and update the Online New Employee Orientation. ***End of Academic Year 2021-2022*** • Compile overall satisfaction results: initial target 75% satisfaction.
HR Tactic 2: Establish employee performance evaluation tracking in Banner—*see*	**Outcome Target:** Activate employee performance tracking module in Banner, enter current staff data and produce a	**Action(s):** *See report in SP Goal 1a for details.*	**HR Tactic 2 Assessed:** *See report in SP Goal 1a for details.*	**HR Tactic 2 Next Steps:** To maintain continued improvement on the Employee Performance Evaluation Tracking in Banner the following

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report in SP Goal 1a for details.	user-friendly method of data access and communications.			items need to be addressed moving forward: • Creating a depository for newly completed evaluations that provide ease of access for administrators. • A timely process to update completed submissions of employee evaluations. Include this in the annual staff survey to establish rate of satisfaction data and then target improvement.
HR Tactic 3: Efficient electronic (paperless) processes for HR/Payroll functions—*see report in SP Goal 1a for details.*	**Outcome Target(s):** • Identify HR areas to enhance processes to electronic format (100% initial area identified as *onboarding for this target; other areas will be identified as targets and prioritized moving forward*). • Develop/map required workflows (100% initial area first,	**Action(s):** *See report in SP Goal 1a for details.*	**HR Tactic 3 Assessed:** *See report in SP Goal 1a for details.*	**HR Tactic 3 Next Steps:** • On-track 2-year plan Target completion date: 10/2022. • Complete testing of the onboarding process created in Laserfiche. • Develop survey to track satisfaction percentage in areas of efficiencies: ease of use, time savings (target 70% satisfaction). • Working closely with IT, refine efficiencies of electronic

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	then other areas will be targeted after pilot initial area; outcome targets will be set in the future). • Create electronic/paperless processes (100% initial area first, then other areas will be targeted after pilot initial area; outcome targets will be set in the future). • Survey data reflecting 70% satisfaction rating of processes.			paperless processes for HR/Payroll.
HR Tactic 4: An equitable, inclusive employment selection committee without barriers-- *see report in SP Goal 1a for details.*	**Outcome Target(s):** Create in Canvas a New Employee Selection Committee training focusing on Diversity, Equity, and Inclusion with a 70% satisfaction rating of trainees.	**Action(s):** *See report in SP Goal 1a for details.*	**HR Tactic 4 Assessed:** *See report in SP Goal 1a for details.*	**HR Tactic 4 Next Steps:** Although the project is slightly off-track, challenges can be mitigated to create forward movement by: • Establishing an IDEAL ad hoc committee. • Completing extended search advocate training.

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				• Setting the foundation for the search committee training. • Creating the training. • Launching a test pilot.

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SP Objective 2a: Streamline, strengthen, and expand academic programs.

PLAN		EVALUATION		NEXT STEPS
TACTIC Measurable action implemented to produce outcome	**MEASUREMENT** Indicator(s) of success	**ASSESS ACTION** Progress successes and challenges	**ASSESS RESULTS** Analysis and Interpretation	**ACTION PLAN 2021-2023**
AS Tactic 3: Five (5) new academic programs will be offered at UCC by Fall 2022-- *also aligned to SP Goal 2b.*	**Outcome Target:** Five new programs will be marketed, recruited for, and enrolled by Fall 2022 to enhance enrollment 5-10%.	**Actions:** *Output:* Five programs and coordinators are identified by November 1, 2020 to enhance impact enrollment. *Output:* Internal approval process completed December 15, 2020. *Output:* External approval processes are completed by April 202. ***Potential New Programs***	**Tactic 3 Assessed:** Developing new programs has shown slight progress. Program development must be faculty led with four approval processes/timeframes each new program must complete: AC, Board, HECC, and NWCCU. Consensus indicates investments should be made in current programs first, prior to developing new	**Tactic 3 Next Steps:** *Summer 2021:* • Complete all work related to the programs in the aforementioned-column and have paperwork ready to go to ACSC in Fall 2021. • Meet with program coordinators/directors to lay out expectations

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		16 potential new programs have been identified for further discussion and research. Coordinators will need to be newly hired employees for any programs approved by SLT and as discussed with the President. The list will be narrowly focused to include 5-7 new programs. Potential programs include: • Robotics • Drone-piloting • Computer Engineer • Pre-Med • Medical Assistant/Triage • DEI Certificate • Interdisciplinary Arts • Liberal Arts • Telemedicine • Emergency and Disaster Management • Global Leadership • Gerontology Certificate • Something related to artificial intelligence. • Instructional Technology • Human Resource Certificate • Supervision Certificate	programs. New program discussions shifted to focus on low-enrolled programs. Traditionally there are no funds set aside for new program development. Despite challenges, promising results transpired: • Gerontology Certificate will be developed in Summer 2021. • Accounting Certificate (online) is current being developed. • Early Childhood Education certificate has been redesigned. • Police Reserve Academy has moved to CWT. • Criminal Justice has moved completely online. • Fire Science (2nd year) has been moved to online. • Engineering is in the process of being redesigned. • Theater and Music faculty developed a proposed "business" plan.	for new program development. • Meet with new president to confirm staying on course or the need to redirect • Meet with new president to update on the Music and Theater issues and confirm next steps. ***Beyond Summer 2021:*** Future timelines are contingent on summer progress.

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			• A meeting took place with potential investors of an Artificial Intelligence program.	
ATH Tactic 1: UCC's new academic programs and pathways attract athletes and others –*also aligned with SP Goal 2a, 3a*	**Outcome Target(s):** *Outcome 1*: 15+ students enrolled in new courses the first time offered (goal is to support program enrollment). *Outcome 2*: 1 new program	**Action(s):** *Output:* Successful identification and implementation of programs: 1 new program developed and completed through all levels of approval. • Identified and laid out two separate pathways for new programs. Identified a small number of class for a new winter intercession section. Completed the resource allocation process for winter intercession and gained approval.	**ATH Tactic 1 Assessed:** Pathways are in place for successful launching of two new academic programs. The new programs are ready to enter the college council/IE program/curriculum approval process. Resource allocation was successful for a possible winter 21 launch of winter intercession. 5,6,7,9	**ATH Tactic 1 Next Steps:** • Begin to submit all documents necessary new program approval and implementation. • Initiate hiring of staff (underway) and assign classes for the new programs. • Follow-up with all involved to make sure Winter Intercession classes are prepared for implementation.
CEP Tactic 3: Improve student onboarding, monthly tracking systems, and institutional experience of the Apprenticeship Program.	**Outcome Target(s):** • Conduct annual retrospective satisfaction survey of students and training agents. Target: movement of one point on 5-point scale of satisfaction first year then maintain or improve in years that follow.	**Actions:** • Multiple outputs/goals were successfully implemented in apprenticeship this year including having students register through Banner, order books through bookstore, and completing new student orientation using Canvas.	**CEP Tactic 3 Results Assessed:** Overall, Apprenticeship Program is moving in a positive direction and satisfaction is increasing among students and employers. Survey comments indicated respondents were hopeful, yet skeptical, and	**CEP Tactic 3 Next Steps:** Continue efforts to: • Improve Apprenticeship onboarding. • Continue supporting, assessing, and improving instruction. • Determine what mode of instructions meets

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	• Obtain industry support for new JATC committee to expand apprenticeship program by end of 2021-22 academic year.	• A FT Faculty was hired starting January 2021; impacts include support for students, instruction, recruitment and orientation of new instructors, Canvas course improvements, HECC requirement work, degree audits, and course/program assessment. • WorkHands, a tracking software for Apprenticeship, was implemented. • In collaboration with UCC Facility Services Lockwood Hall was renovated. • Apprenticeship Program was not assessed as outlined in Tactical Plan. Instead, utilized measures in the Apprenticeship Operational Plan and conducted a survey of UCC Apprenticeship students and Training Agents (employers) in May 2021. Apprentice survey results showed: • 51 out of 140 apprentices responded with 80% of respondents indicating satisfaction with UCC	are eager to see if UCC will provide sustained support to the Apprenticeship Program.	the needs of students moving forward (what should remain remote, what should be hybrid, what should be offered F2F). • Submit a pre-apprenticeship application to BOLI in the coming year. • Assess the need for one or more new apprenticeship trades. • Work to improve response times for apprenticeship questions/inquiries.

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		apprenticeship as "high" or "very high". • The highest rated areas were WorkHands and help with Canvas and Zoom. • Areas of improvement include student support for apprentices, class quality and the schedule of classes. Training agent survey results showed: • 14 of 49 training agents responded and 71% of training agents rated their satisfaction with UCC as "high or "very high". • Four respondents, or 29%, rated their satisfaction as "low". No one rated "very low". • WorkHands, Support of apprenticeship students and course quality were the highest rated areas. • Areas of improvement include responsiveness to needs of apprentices and investment in equipment and supplies.		
CEP Tactic 4: Create and implement a plan	**Outcome Target(s):**	**Actions:** • Options and recommendations presented	**CEP Tactic 4 Results Assessed:**	**CEP Tactic 4 Next Steps:**

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for SOWI viability and determine indicators of success.	• Business plan developed and approved by Spring 2021. • 2020-2022 SOWI Operation plan developed using listening session feedback and analysis/recommendations. • Net revenue for enterprise funds increases 5% or more annually	to the SOWI Advisory Committee Fall 2020. • Presentation on options and next steps provided to UCC Board of Education 12/2020. • Teach out plan for academics implemented. • Workgroups met to 1) develop a business plan for SOWI enterprise operations and 2) Conduct a survey on current and future SOWI occupational trainings to meet industry demand-- results showed there is broad industry and alumni support for SOWI. • Interviews conducted with Walla Walla and Chemeketa wine programs with current data/financials gathered. • Industry members were identified and recruited for advisory committee. • Training/academic program options being drafted. • COVID-19 slowed progress on this outcome.	• WSET Trainings will be offered at UCC beginning Fall 2021 in partnership with Linfield College. • The Vineyard needs maintenance. It could produce grapes, if managed properly to support upkeep. This may take 3-5 years. To move the dial, Winery needs a financial plan to incorporate multiple revenue streams. • Industry and alumni value the academic program. The challenge will be creating a place that attracts students, serves employers, and leads to high paying jobs in the industry. • More communication is needed regarding status and future of SOWI, both internally and externally.	To aid in moving the dial on this outcome, CEP will take next steps to: • Determine principles/tenets for SOWI Operations. • Finish a solid business plan for enterprise activities. • Draft an Operational plan for SOWI with concrete steps for the next two years. • Determine academic/training options. • Incorporate interdisciplinary activities including community, industry, music, art, community education etc.
LSS Tactic 1: Reinforce the quality check	**Outcome Target(s):** Satisfaction rates of online delivery increased by 10%	**Actions:** • UCCOnline presented the Quality Check (QC) process at 2020 Fall Convocation,	**LSS Tactic 1 Results Assessed:** • A comparison was completed between the	**LSS Tactic 1 Next Steps:** • Moving forward, use the student survey administered by IR in

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process for online courses.	(baseline data will be used from 2020 UCConline survey)	identified and trained peer faculty to facilitate the process, hosted remote learning sessions, and supported faculty online course development utilizing CARES Act grant & GEER DL grant funds; securing a QC instructional designer (ID) to guide through the process. • Fall 2020 to Spring 2021: 23 new courses and 11 QC reviews of existing courses occurred. • eLearning full time position filled effective 6/21/21.	2020 Remote Learning Survey (due to COVID-19) and the 2021 Student Survey (the surveys were not identical; a similar question was disaggregated from both surveys). The outcome target was met (2020 Student Satisfaction 83%: 2021 Student Satisfaction 90%). • ID project was valuable in assisting faculty and staff with professional development in software, pedagogy, and course quality assurance. • Development/hire of an eLearning Director & Instructional Designer permanent positions would be beneficial; has been written into Title III Grant. •	May for comparison data (adjust the outcome %; 10% is too high), and add an outcome for the award and implementation of a successful Teaching & Learning Center Title III Grant. • Review and revisit fee structure for online courses and bring a proposal forward to SLT/Board of Education, if appropriate, that addresses all students benefiting from the fee regardless of instructor modality.
SP Objective 2b: Evaluate and implement innovative models of program delivery and content.				
PLAN		**EVALUATION**		**NEXT STEPS**
TACTIC	**MEASUREMENT** **Indicator(s) of success**	**ASSESS ACTION**	**ASSESS RESULTS**	**ACTION PLAN 2021-2023**

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Measurable action implemented to produce outcome		Progress successes and challenges	Analysis and Interpretation	
AS Tactic 2: Faculty will utilize best practices and innovative strategies in teaching and learning by Fall 2021**.**	**Outcome Target(s):** • 80% of faculty (FT & PT) can articulate and utilize five innovative teaching and learning strategies used in the classroom (remote, online, hybrid and/or F2F). • 80% of faculty note an improvement in the teaching and learning section of course surveys. • Components of Title III grant, if received, are successfully implemented within the time frames established in the grants.	**Actions:** *Outputs:* • Plan for teaching and learning center is approved by SLT • A mini-term is established to focus on accelerated learning • UCC is a recipient of a Title III grant • A Director or Dean of Faculty Success is hired. **Teaching and Learning Center** • Numerous discussions have taken place resulting in the need to create a viable learning commons that will house a teaching and learning hub. SLT gave approval to explore options and to proceed with the Title III grant. • Secure a Dean of Faculty Success focused on teaching and learning initiatives as well as supervision and evaluation. **Mini-Term**	**AS Tactic 2 Assessed:** **Teaching and Learning Center/Hub** • Two walk-through and one meeting regarding redesign took place with Director of Facilities, Director of IT, and AVPESS. • It was determined that we would not be able to afford a mezzanine area, or second floor, in the library. **Mini-Term** • Ready to go; but implantation phase has stalled due to minor logistics. **Title III Grant** • A Teaching and Learning Hub has been conceptualized and included in the Title III Grant, due July 13. **Dean of Faculty Success**	**AS Tactic 2 Next Steps:** *Summer 2021:* • Follow-up meeting will take place to confirm intent; looping new President in. • Forward work on the library redesign project/teaching and learning hub is contingent on receiving the Title III grant. • Onboard and orientate the new Dean of Faculty Success. • Reconvene the mini-term task force to determine if logistics can be resolved for Fall or Winter Term. • Launch the inaugural Summer Teaching and Learning Institute. *Fall 2021:*

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		• Four meetings have taken place to discuss the feasibility of offering a winter mini-term at UCC. • Courses and faculty have been identified. • Primary market is student athletes, but open to any students. • Financial aid and registrar issues have been addressed. • Provost has called final meeting for mid-February to discuss roll-out, scheduling, advising, and promotion. **Title III Grant** • A Title III Task Force was formed. • Danielle Haskett was appointed the coordinator for the initial Title III grant application. • Three meetings have been held with Title III consultants A. Shonk and S. Taylor. • Various types of data are currently being collected and reported as requested by the consultants. **Dean of Faculty Success (Formerly Director of Faculty Development)**	• Dean of Faculty Success search is in progress. The position will hopefully be filled by August 1 2021. This position will lead Teaching and Learning Initiatives.	Launch a term by term workshop schedule.

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		• UCC hired a Director of Faculty Development in September 2020. Position became vacant again in March 2021. **Collaborative Classroom Conversion:** During the Winter/Spring 2021, CRRSA funds were used to purchase software to enhance teaching and learning; 22 classrooms were converted to Smart Classrooms; one faculty piloted the HyFlex model; and a Summer Teaching and Learning Institute was conceptualized and will be implemented during summer 2021.		
AS Tactic 3: Five (5) new academic programs will be offered at UCC by Fall 2022—*see SP Goal 2a for details.*	**Outcome(s):** Five new programs will be marketed, recruited for, and enrolled by Fall 2022 to enhance enrollment 5-10%.	**Actions:** See AS Tactic 3 in SP Goal 2a for details	**AS Tactic 3 Assessed:** See AS Tactic 3 in SP Goal 2a for details	**AS Tactic 3 Next Steps:** Future timelines contingent on summer work--*see Goal 2a for details*
ESS Tactic 2: Develop new dual credit opportunities	**Outcome Target(s):** 5% increase in number of students passing dual credit courses	**Actions:** Output target of at least three new sponsored dual credit courses offered was set with the following progress made:	**ESS Tactic 2 Results Assessed:** • A staff vacancy existed for four months, yet great progress was made	**ESS Tactic 2 Next Steps:** • Develop dual credit presentation and proposal to deliver to faculty.

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		• New Course Development:
		  ○ ED 100-2 teachers are working on approval for 21-22.
		  ○ Biology 101-class delivered SP21.
		  ○ Math department doing Sponsored Dual Credit (SDC) with Glendale during 21-22.
		  ○ Instructor approval process was streamlined and resulted in 10 new dual credit instructor applications submitted for 21-22 .(documentation stored on shared drive).
		• 2020-2021 duplicated headcount data showed 1,385 dual credit enrollments with 1,317 of enrolled students earning a C or higher, and current pass rate of 95%.
		• 2021 Annual Student Survey data revealed that of students who answered the question, and were involved in dual credit, most students were at a comparable academic level as students enrolled in other campus courses:
			toward the outcome target.
			• To build dual credit opportunities, we need to continue to develop relationships between UCC and the high schools. Faculty are very tight on time, and some areas have no interest in offering dual credit, but high schools are willing to cover stipend costs for some classes.
			• COVID-19 impacted HS delivered courses, but many schools still chose to offer dual credit. However, there was a decline in CTE areas; this should see improvement in AY 2021-2022.
				• Recruit at least two new academic areas for SDC.

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		16.09% Very satisfied 12.64% Satisfied 1.15% Somewhat satisfied 1.15 Not satisfied		

LSS Tactic 2:	Outcome Target(s):	Actions:	LSS Tactic 2 Results Assessed:	LSS Tactic 2 Results:
Improve student learning and achievement by aligning guided pathways initiatives with retention and completion efforts, while focusing on part-time students and ethnic/racial groups	• Outcome: Fall to Fall Retention rates for PT students and ethnic/racial groups increased by 1%. • Outcome: Completion rates for PT students increased by 10%. • Outcome: 3-yr Completion Target FT – 30%, PT – 15%	• Hired tutors are now available to students through Canvas/zoom access on set dates/times and through embedded access in Anatomy & Physiology and Computer Information (BI231 reports going well). • Underwent exploration into teaching and learning faculty development *hub* using Title III grant funds (grant to be submitted by 7/13/2021). • CARES Grant provisions included faculty Ipad training and library laptops with lab opened to students. • Fall 2020 Division Meeting for Student Services; student achievement rubric assessment completed. • Ongoing provisions include Print books and reserves for students and staff in collaboration with Peer Mentors, Virtual services to supplement face-to-face/in-person services, and Hyflex course being piloted Spring 2021. • DEV ED Redesign proposal submitted.	*[Will insert data from 2021 when completed by IR].* • Retention rates are shown below, indicating that the part-time students, who take more time to graduate, have difficulty returning to campus after their first year. The five-year average for students who are at least half-time but less than full-time is 38.6%. • Student Survey 2021-93% of students were satisfied with easily accessing support services to achieve their educational goals.7% answered somewhat or not satisfied *[Will insert Title III grant goals when 2nd draft received 6/18/21].*	*[Will do this].* • Develop a new Learning Hub, within the library space, to reorganize and strengthen academic programs, student services, and faculty professional development (measured by improved increased retention). • The next five rows highlight key features to be housed within the Learning Hub:

		- Fall reopening plan in process of implementation. - NWCCU Fellowship members are working on a project specific to PT and ethnic group completion and retention.		

SP Goal 2: Increase high quality, relevant education opportunities through innovative and specialized programming.				
SP Objective 2c: Expand workforce training options that meet the needs of non-degree students, local employers, and industry.				
PLAN		EVALUATION		NEXT STEPS
TACTIC Measurable action implemented to produce outcome	**MEASUREMENT** Indicator(s) of success	**ASSESS ACTION** Progress successes and challenges	**ASSESS RESULTS** Analysis and Interpretation	**ACTION PLAN 2021-2023**
CEP Tactic 2: Remove barriers for non-credit departments to utilize Canvas to deliver hybrid, remote, and online courses.	**Outcome Target(s):** • 5 courses offered in canvas by end of 2020-21. • Double the number of courses offered in Canvas by 2021-22. • Student evaluations show 90% or higher satisfied/highly satisfied in courses using Canvas.	**Actions:** • A short-term solution utilizing *open-source Canvas* was implemented Winter 2021 and used to deliver five Driver Education classes, four Waste Water Certification Review Courses, and one Pharmacy Technician Training course. • Winter and Spring 2021 student survey had a 10% response rate but showed 100% of responding students rated their satisfaction with Canvas as either "high level of satisfaction" or "very high level of satisfaction." No students rated their satisfaction as "low or very low."	**CEP Tactic 2 Results Assessed:** • Observational and survey data indicate that open-source Canvas has limitations that would make it difficult to utilize over time, or on a larger scale. In discussion with UCCOnline, a request was made to request CRRSSA dollars ($51,750) to pilot a one-year Canvas option, on the root menu of UCC's Canvas account. This would provide a higher level of functionality but also require staff support to grow. • The need and use of an LMS will grow over time.	**CEP Tactic 2 Next Steps:** • Determine which departments will utilize Canvas and for what functions. Set benchmarks for success and usage. • Determine a point person for managing noncredit Canvas. • Work with UCCOnline to set up and implement Canvas account. Training for key staff. • Departments include Canvas subscription fees in for 2022-23 in budget. • Continue to evaluate effectiveness and

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		• A CWT intern conducted a needs assessment and developed *Training* Canvas shell to teach Zoom and Canvas basics to non-credit instructors as part of a Master degree capstone project - two trainings were provided to interested instructors.	UCC and non-credit departments will benefit if they are proactive in setting up a system for varied use (example: badging system in Canvas).	satisfaction related to Canvas.

SP Objective 2d: Enhance applied learning experiences within all degree and certificate programs

PLAN		EVALUATION		NEXT STEPS
TACTIC Measurable action implemented to produce outcome	**MEASUREMENT** Indicator(s) of success	**ASSESS ACTION** Progress successes and challenges	**ASSESS RESULTS** Analysis and Interpretation	**ACTION PLAN 2021-2023**
AS Tactic 4: Relationships with high schools and industry partners will be enhanced by 2022— *potential alignment with Goal 4c.*	**Outcome Target(s):** • All five academic departments have at least one high connections initiative to enhance enrollment and high school relations. • CTE and CEP Advisory committee work enhance industry relations by 25%. • Five (5) community scholars are identified and assigned	**Actions:** *Output*: High school relations and program affiliates are realized, established and published in 100% of the academic departments *Output*: Advisory board trainings published and held; meeting minutes on file *Output*: *Community Scholars Program is established.*	**AS Tactic 4 Assessed:** This tactic has stalled somewhat since Winter 2021. Momentum will be regained during Sumer 2021. • New College Transitions Specialist was orientated to her new job during Winter Term. • There was no opportunity for new initiatives to be	**AS Tactic 4 Next Steps:** *Summer 2021:* • Relaunch this tactic with definitive plans. • Secure CTE Dean • College Transition Specialist will meet with program coordinators/directors.

	SP Goal 2: Increase high quality, relevant education opportunities through innovative and specialized programming.			
	to each academic department to enhance fundraising opportunities and donor relationships specific to underwriting academic leadership positions and signature programs.	• Provost notified chairs that all departments are to have at least one ongoing high school partnership for program in their respective areas. We are at about 50% as of this report. • CTE coordinator resigned in November 2020. UCC has current search open for a Director of CTE. • Advisory board meetings are being held by some of the programs. This will enhance once a CTE director is name. • College Transitions Specialist position filled; employment begins February 1, 2022. Work will resume with academic program coordinators to envision and secure potential high school connections-based programs, courses, recruitment, and so forth. • Community Scholars program has been fully realized and will be discussed at the February 9th Provost Council meeting. • Dean of CEP has strengthened relationships with	implemented to during Spring 2021. • CTE Dean position has not been filled as of this report. • Community Scholars program has been discussed with members of A.S. and P.C., but no forward movement due to multiple factors; discussion will continue. • Apprenticeship Program is on-track.	

SP Goal 2: Increase high quality, relevant education opportunities through innovative and specialized programming.

		Apprenticeship advisory committee.		
ATH Tactic 3: UCC's Community Service/Partnering Program has grown and improved—*also aligned to SP 2c*	**Outcome Target(s):** Success will be measured by a Service Satisfaction Survey administered to a select number of organizations throughout the service year and measured against past responses/levels of satisfaction.	**Action(s):** *Output:* 5% increase in service hours, number of activities, and numbers of people served. • Due to effects of COVID-19, traditional activities to serve were hampered. We did not reach our goal, nor did we administer a satisfaction survey. • We did come up with some new and innovative ways to serve.	**ATH Tactic 3 Assessed:** Effects of COVID-19 forced us to look at innovative methods to serve our community. ATH completed letter writing/thank-you cards, as well as served at masked book giveaways. Aim is to integrate these activities into future service initiatives--- 11,13.	**ATH Tactic 3 Next Steps:** In time, ATH hopes to return to the pre-pandemic model, along with incorporating new activities to meet goals of serving and enriching the community using both innovative and traditional methods.

SP Goal 3: Support student success from recruitment through program progression, completion of programs, and transfer or entry to the workforce.

SP Objective 3a: Expand and re-envision enrollment efforts to reach a wide range of students.

PLAN		EVALUATION		NEXT STEPS
TACTIC Measurable action implemented to produce outcome	**MEASUREMENT** Indicator(s) of success	**ASSESS ACTION** Progress successes and challenges	**ASSESS RESULTS** Analysis and Interpretation	**ACTION PLAN 2021-2023**

SP Goal 3: Support student success from recruitment through program progression, completion of programs, and transfer or entry to the workforce.				
ATH Tactic 2: UCC's student participation in athletics has increased—*also aligned with 3b and 3c.*	**Outcome(s):** Success was measured by outputs (see *Actions*).	**Action(s):** *Output:* Each team roster is at 95% capacity or greater *Output:* increase in number of opportunities for participation by 25 spots • Due to effects of COVID, challenges concerning achieving the output targets arose. Goal was not met for fall 2020, but ATH is on track to meet the goal for fall 2021 (within our expected two-year tactical plan time frame). Number of opportunities within new programs increased by over 25. • Re-emphasized recruiting efforts in what hopes to be a normalized year.	**ATH Tactic 2 Assessed:** Although goal was not met, progress was made toward attacking some of the barriers (housing, financial challenges, etc.) that influenced successful completion--1,2,3,4,8,9	**ATH Tactic 2 Next Steps:** Continue to mitigate and remove barriers with the expectation goals will be met this year.
ESS Tactic 3: Enrollment of diverse student population will stabilize	**Outcome Target(s):** Enrollment increased by 5%	**Actions:** • 134 workshops, presentations and events offered this year (Output target: 100). • Applications decreased by 15.66% (Output target: +2%). This fit the pattern of students across the nation not completing college applications or completing FAFSA while they were learning remotely. • Conversion rate increased by 1.04% (output target: +2%). Admissions staff now personally email and call all new admits, verifying degree, and assist with steps (implemented spring term), resulting in an 8% increase in the number	**ESS Tactic 3 Results Assessed:** • COIVD-19 significantly impacted enrollment. However, ESS continued fervent work to stabilize enrollment with efforts around recruitment, admissions conversion, and retention practices. • Limited access to local high schools prevented traditional outreach. To mitigate this challenge, ESS collaborated with M&C on a campaign for high school	**ESS Tactic 3 Next Steps:** • Continue to utilize texting platform for personalized outreach during onboarding and within advising. • Offer both virtual and in-person events including orientations by house, recruitment events, and retention events.

SP Goal 3: Support student success from recruitment through program progression, completion of programs, and transfer or entry to the workforce.

		of students completing orientation (compared to prior term), and a 10% increase in those enrolling (compared to prior spring). • Developed a plan for low enrolled programs including increased faculty compensation during summer (target programs: welding, dental assisting, early childhood education, and fire science). • Developed new central Student Resource Site which should go live in July. • Recruit Back program was initiated and will be a focus in 21-22 (Output target: 5% of recruit-back list enrolled in a class at UCC). • Although there is an output target of a 10% increase in enrollment in targeted low-enrolled programs, we will not know the outcome of our assistance until fall 21. *[Need 2020-2021 final enrollment and FTE for assessment].*	students and their parents for personalized help, developing the College Kick Start program for summer and fall—bottom line, we need to be able to access high schools to best help students. • Student Retention Workshops now have a template for delivery. Engagement and attendance were not ideal. To mitigate this, ESS plans to offer the workshops both virtually and in-person during 21-22.	• Work with department chairs and leads to streamline student onboarding into a program that has a secondary application with a focus on removing barriers. • Develop a shared student communication plan with Academic Advising, Financial Aid, Student Accounts, Placement Testing, and Student Engagement: A shared yearly event calendar is still needed in EM/ES. • Incorporate department recruitment plans that will be developed in 2021-2022 into overall Strategic Enrollment Management Plan. Include the check-in

SP Goal 3: Support student success from recruitment through program progression, completion of programs, and transfer or entry to the workforce.				
				model like used in auto and welding to help with retention. Develop interactive department tours. • Develop Recruit Back Plan utilizing information on the new Reverse Transfer policy. • Continue to develop a stronger presence in the high schools, community and at events. (Oregon Connections /Nepris, Recruit Hippo, Oregon Goes to College, etc.). • Admissions staff trained to use Facebook Live. • Once Student Resource site is live, communicate availability across campus. • Continue to improve transition of ABS to credit students.

SP Goal 3: Support student success from recruitment through program progression, completion of programs, and transfer or entry to the workforce.

SP Objective 3b: Improve registration and advising processes to support students' academic and career pathways.

PLAN		EVALUATION		NEXT STEPS
TACTIC Measurable action implemented to produce outcome	**MEASUREMENT** Indicator(s) of success	**ASSESS ACTION** Progress successes and challenges	**ASSESS RESULTS** Analysis and Interpretation	**ACTION PLAN 2021-2023**
ADV Tactic 3: Develop website and marketing materials that support clear pathways to explore academic programs	**Outcome Target(s):** Achieve a 70% satisfaction rating on overall web usability survey questions in June 2022.	**Action(s):** At mid-year ADV reported on track status with accomplishment of: - Color coding for 9 academic houses approved. - Guided Pathways sections of the UCC website, using the approved colors, under development; design work 75% ready. - New rack card prototype developed using approved 9-house colors. - Two division profile videos (STEM and Arts & Humanities) produced (2 of 6); third profile video shot and currently in editing (3 of 6).	**ADV Tactic 3 Assessed:**	**ADV Tactic 3 Next Steps:**
ESS Tactic 4: Improve student onboarding processes	**Outcome Target(s):** *[5% Increase in number of students retained and on track in their program of study]*	**Actions:** In collaboration with C&M, initial *Area of Study* website was designed and subpages for each house developed with degrees and certificates linked—output target: live in July.	**ESS Tactic 4 Results Assessed:** Admissions made significant improvement in the onboarding process. The update of orientation was beneficial to the students (with 67.4% of students	**ESS Tactic 4 Next Steps:** - Update/align paper and online admission with guided pathways. - Cross-train enrollment advisors

SP Goal 3: Support student success from recruitment through program progression, completion of programs, and transfer or entry to the workforce.

		• Of the 1,396 students enrolled as a transfer degree, 70.27% have identified a house or AS degree (Output target: 75%). • Student Orientation was updated from Prezi to PowerPoint for a cost savings. In the update, accessibility and improved online learning was considered. • 2021 annual student survey showed the following response about *how useful orientation is*: 33.70% Very satisfied 33.70% Satisfied 17.39% NA 11.96% Somewhat satisfied 3.26% Not satisfied • ESS developed a collaborative shared calendar with C&M, as well as a shared workshop calendar for students within ESS. • Program leads attended Enrollment Advising meetings, output target was to gain congruence on language used regarding all UCC programs, increasing clarity and transparency for students. • 2021 annual student survey showed the following response about how clear and user friendly the admissions process is: 34.78% Very satisfied 44.57% Satisfied 7.61% NA 10.87% Somewhat satisfied	satisfied with their experiences). As restrictions lift, in-person orientations will renew, significantly impacting student populations who have shown the greatest need. • One of the best improvements for the year was the implementation of the personalized phone call after an admissions application was filed. This, along with the outreach from advisors, has helped guide students to an accurate path and declare a specific major. • Not being able to be in the local high schools was challenging, as we were unable to offer our expanded in-person services.	to assist with proctoring and streamline placement testing step. • Continue to research CRMs and procure funds for implementation (12 of the 17 Oregon Community Colleges utilize a CRM; UCC is one of the 5 that does not). • Continue to develop customized orientations for specific populations: EOP, ECE and GED are next on the list. • Develop monthly events calendar for high school students to attend remote events, as well as methods to reinstate Enrollment Advisors in local high schools. • Integrate the career coach as part of the onboarding process.

SP Goal 3: Support student success from recruitment through program progression, completion of programs, and transfer or entry to the workforce.

		2.17 Not satisfied		
ESS Tactic 5: Streamline advising system	**Outcome Target(s):** *[5% Increase in number of students retained and on track in their program of study]*	**Actions:** - Training and a systematic handoff were developed to move students from academic advising to faculty advising; 78% of FT faculty have a caseload of students (Output target: 75%). - A structured plan was developed for academic appeal and a smoother process for suspended student approval. - A student-centered advising checklist was developed and available for students online and advising staff, including partner advisors, participated in discussions to brainstorm EMM metrics; a critical need for completion of math and writing courses in the first terms of enrollment emerged as a possible solution. 2021 annual student survey showed the following advising related responses: *Able to Make Appointments Timely*: 37.93% Very satisfied 29.89% Satisfied 19.54% NA 9.20% Somewhat satisfied 3.45% Not satisfied	**ESS Tactic 5 Results Assessed:** - ESS continues to modify the advising shell for faculty. There are still issues with faculty being comfortable with advising students, so we need to continue to address that. - Inclusion of partner advisors in monthly meetings has been one of the best improvements of the year. Everyone who is interacting with students has the same information, increasing clarity and transparency for students as they make educational decisions. - The *dentist/recall* system for appointments (the next one is scheduled during the current appointment) was less effective than hoped. Students do not always need an appointment at a prescribed time, so the advisor's calendar was full,	**ESS Tactic 5 Next Steps:** - Continue assessment of faculty comfort level with advising and continue to make improvements. - Develop official procedures for advising on ways to encourage FT students to take math and writing in the first two terms, as well as take at least 12 to 15 credits per term. - Develop a more appropriate system for tracking SEPs. - Continue to offer consistent and regularly scheduled advising training. - Connect all advisors, including faculty, with the scheduling portion of Advisor

SP Goal 3: Support student success from recruitment through program progression, completion of programs, and transfer or entry to the workforce.

		Received the Info I needed: 35.63% Very satisfied 29.89% Satisfied 19.54% NA 9.20% Somewhat satisfied 5.75% Not satisfied	but it was often for appointments that were not needed, or additional appointments were needed *off schedule*. On-demand appointments were determined as more useful, with initial fall appointments focusing on choosing classes and learning systems, developing SEP's in winter, and preparing students for graduation in spring.	Trak and research group advising.
ESS Tactic 6: Improve transfer resources	**Outcome Target(s):** 3% increase in transfer rate	**Actions:** • Developed Transfer Basics, Applications, and Scholarships for students, offered 2 times per term FA, WI, SP (Output target: 5 offered). • New transfer informational website went live. ESS assisting with updating academic transfer sites. GP *Areas of Study* website will go live in July. • Participated in Oregon Transfer Days in January and April 2021. • Began communicating with transfer students via email to introduce Transfer Advisor and what services were available. • Took over admissions for DPP. • Developed transfer list for AAOT classes and posted to website.	**ESS Tactic 6 Results Assessed:** Significant progress was made for a PT transfer advisor who implemented the new transfer website and helped departments update their academic information for transfer students.	**ESS Tactic 6 Next Steps:** • Develop transfer plan and tracking mechanism for transfer students. • Complete transfer website update. • Continue to offer transfer, advising focused, workshops. • Utilize texting platform to connect with transfer students regarding planning and applications.

SP Goal 3: Support student success from recruitment through program progression, completion of programs, and transfer or entry to the workforce.				
SP Objective 3c: Ensure that all students have equitable access to learning and to academic support services to successfully complete programs.				
PLAN		**EVALUATION**		**NEXT STEPS**
TACTIC Measurable action implemented to produce outcome	**MEASUREMENT** Indicator(s) of success	**ASSESS ACTION** Progress successes and challenges	**ASSESS RESULTS** Analysis and Interpretation	**ACTION PLAN 2021-2023**
AS Tactic 5: Developmental education pedagogical practices will be integrated into the General Education curriculum by Spring 2022.	**Outcome Target(s):** A new developmental education model is implemented to enhance teaching, learning, and retention.	**Actions:** *Output: Plan and develop a cost analysis approved by 01/08/21* *Output:* Faculty workshops are held during winter and spring terms *Output: 6* Courses and faculty are identified with a pilot held in Spring term A developmental education model, I-Best, was identified as the potential model UCC will adopt as part of the Dev Ed Redesign initiative. General plans have been presented by AVPAS and approved by Provost. Budget development is underway, with target for completion April 5, 2021. • Based on new developments, timeline and outputs adjustments for this tactic include: ○ No faculty workshops will be held during winter term but will begin in spring term.	**AS Tactic 5 Assessed:** • Courses and faculty have been identified for the integrated co-requisite requisite model. • We are about one-two terms behind schedule. May have to implement Winter Term instead of Fall Term. • Budget still needs to be developed; delayed due to finalizing the intended model. • No faculty workshops have been held as of date; not feasible until model and plan is confirmed.	**AS Next Steps:** *Summer 2021:* • Develop budget. • Confirm implementation plan. *Future Timelines:* Other timelines are contingent on summer achievements**.**

SP Goal 3: Support student success from recruitment through program progression, completion of programs, and transfer or entry to the workforce.

		o General education courses that have a high D,F,W rate will be identified and piloted Fall 2021 term given COVID challenges, instead of just six general education courses. • Outcome Target will not be met until the program is fully implemented. Target date is Spring 2022 for full implementation, instead of Fall 2021.		
ESS Tactic 7: Increase participation in Student Engagement activities	**Outcome Target(s):** 80% of students participating in student engagement activities value activity and are more connected to UCC	**Actions:** • A central Student Resource site was developed to better connect students to resources and events (output target: live in July). • The Engagement Plan has not yet been implemented as described. • RiverHawk Support Events (RSE) were developed in collaboration, and hosted by, staff in Enrollment, Advising, Career Services, Financial Aid, ACCESS, TOP, Student Engagement, ASUCC Leadership and the Wellness Committee. • WI21: 93 virtual activities SP 21: 112 virtual activities RSE did not include ASUCC meetings, student club meetings (held weekly), or athletic events, theatre events, or one-time special events, which increased the total offerings in each term to 138 and 185 respectively. Additionally, a handful of these events were offered face-to-face	**ESS Tactic 7 Results Assessed:** • While it was generally understood that students wanted opportunities to engage outside of the classroom, (which was why RSE was created) participation in RSE events/activities was minimal, even with an incentive. However, participation in the spring play and baseball games (not part of RSE) were significant; most likely due the activities offered face-to-face and outdoors versus virtual. • The Dean also recognized the need, beyond the wellness model, to identify an example of a student	**ESS Tactic 7 Next Steps:** • Request direction from or an example of a student engagement plan from Goldstein (Summer 2021). • Explore with supervisor the creation of a student engagement committee, whose charge would be to develop the plan (Summer 2021). • Introduce the wellness model to the staff who developed the RSE and identify other stakeholders/partners (Summer 2021).

SP Goal 3: Support student success from recruitment through program progression, completion of programs, and transfer or entry to the workforce.

		• in spring, including the spring play and baseball games. • Every weekday there was at least one (typically more) engagement activity which touched on one of the eight dimensions of wellness. • The output target is a 10% increase of student participation in student engagement activities; results for this year will be used as a baseline for future engagement events. • 2021 annual student survey showed the following response to *how students feel about resources and student services available to them*: 29.89% Very satisfied 43.68% Satisfied 22.99% NA 2.30% Somewhat satisfied 1.15% Not satisfied	engagement plan. Three plans were identified as viable solutions (during summer 2020 SP meeting with consultant Goldstein) and will need to choose a plan to implement during 2021-2022. • 2021 annual student survey results show that students who are aware of resources and are participating find value in them. However, there are signs that additional awareness is needed.	Apply the wellness model with intention and develop events and activities in both face-to-face and virtual modalities, and in synchronous and asynchronous formats (2021-2022). Need specific short survey developed for those who participate in events.
IT Tactic 1: Create Classroom & office without barriers "walls"	**Outcome Target(s):** • 300+ students adopt new virtual technology. • 50% employees adopt new virtual technology. • Survey of employees on	**Actions:** • Received approval by dept. chairs & SLT to implement 22 classrooms with required equipment using "Cares Act" money. • Designed and built two virtual environments, one for students and one for employees, using "CRSSA" money. • Trained FT employees on new laptop & virtualization equipment (private cloud).	**IT Tactic 1 Results Assessed:** • The required equipment for the **22** classrooms has been installed and tested. Currently TC 104 is being used for a Hyflex class. Expansion to **28** rooms was decided due to Jackson Hall classes being remodeled. • Decision was made by Senior Leadership to only	**IT Tactic 1 Next Steps:** • Summer 2021 train additional faculty (PT) to use 28 smart classrooms. • Complete training and transition for remaining 8% of full-time employees. • Review 2021 survey results for

SP Goal 3: Support student success from recruitment through program progression, completion of programs, and transfer or entry to the workforce.				
	technology maintained at 4+	• Reviewed 2021 surveys for initial response of new technology and training success.	supply FT employees with new hardware and access to private cloud, with **92%** of FT employees using new virtual technology (150 in use). • Student labs cloud computing has been completed and logged into **4050** times this year by **469** unique students. • 2021 survey results showed an average of **80+%** approval rating for technology, with **50%** of respondents requesting additional technology training.	opportunities to improve results regarding technology and training, with suggestion to convert to a measurement of 1-5 approval rating, due to survey style change in 2021.
LSS Tactic 3: Implement a new development education model aimed at accelerating successful completion of college-level math and English with a focus on part-	**Outcome Target(s):** 10% increase in Key Performance Indicators of early momentum metrics for college level math, English, and both in year one for part time students and ethnic/racial groups	**Actions:** • Developmental education models have been explored, implementing a co-requisite model for math, intending to embed tutors into specific courses, exploring the adoption of the I-Best co-teaching model. • Access to remote/web-based writing courses, with full scholarships offered, were developed in Adult Basic Skills (ABS) • Math Studio Lab began and offered Fall 2020/Winter 2021; 39 students were enrolled.	**LSS Tactic 3 Results Assessed:** *Will insert EMM data when pulled by IR*	**LSS Tactic 3 Next Steps:** Tactics 2 and 3 are overlapping; moving forward may consider combining the tactics. Considering faculty release time, conference attendance, and stipends to help the college redesign developmental education courses into co-requisite structures,

SP Goal 3: Support student success from recruitment through program progression, completion of programs, and transfer or entry to the workforce.

time students and ethnic/racial groups		• Data for 2019-2020 for all courses below college level were pulled by IR, data needs to be analyzed and next steps determined. • Equity gaps meetings and task forces continue. • EMM Task Force is analyzing data to determine next steps. • Fall reopening plan under implementation. • Hyflex courses will launch pilot Spring 2021. • DEV ED Redesign proposal submitted.		allowing students to accelerate through developmental education requirements more quickly.

SP Goal 4: Improve integration of the College with the community.

SP Objective 4a: Create an alumni-relations program

PLAN		EVALUATION		NEXT STEPS
TACTIC **Measurable action implemented to produce outcome**	**MEASUREMENT** **Indicator(s) of success**	**ASSESS ACTION** **Progress successes and challenges**	**ASSESS RESULTS** **Analysis and Interpretation**	**ACTION PLAN 2021-2023**
ADV Tactic 4: Enhance Donor Relations/ Support connections with the community via improved alumni relations.	**Outcome Target(s):** • 20% increase in alumni spotlight stories • 20% increase in alumni database contacts	**Action(s):** At mid-year, ADV reported on track status and following accomplishments: • On track to meet alumni story goal of 8 for 20% increase; so far, 2 stories have been produced.	**ADV Tactic 4 Assessed:**	**ADV Tactic 4 Next Steps:**

SP Goal 4: Improve integration of the College with the community.

		• Increase in alumni database contacts has been slowed due to UCC Foundation staffing; recent hire of Administrative Assistant will help.		

SP Objective 4b suspended due to COVID-19

PLAN		EVALUATION		NEXT STEPS
TACTIC Measurable action implemented to produce outcome	**MEASUREMENT** Indicator(s) of success	**ASSESS ACTION** Progress successes and challenges	**ASSESS RESULTS** Analysis and Interpretation	**ACTION PLAN 2021-2023**
NA	NA	NA	NA	NA

SP Objective 4c: Develop more relationships with business and industry to enhance workforce learning opportunities

PLAN		EVALUATION		NEXT STEPS
TACTIC Measurable action implemented to produce outcome	**MEASUREMENT** Indicator(s) of success	**ASSESS ACTION** Progress successes and challenges	**ASSESS RESULTS** Analysis and Interpretation	**ACTION PLAN 2021-2023**
CEP Tactic 5: Implement methods to measure business and industry satisfaction with CTE and CEP graduates/completers and use data with advisory committees	**Outcome Target(s):** • A guide developed and available by Summer 2022 that outlines the framework for implementing new programs at UCC.	**Actions:** • Funds were allocated through Perkins to support this project. • Work on this tactic has not progressed due to the departure of the Director of the Woolley Adult Education Center who was also serving as the Perkins/CTE Coordinator.	**CEP Tactic 5 Results Assessed**: Due to COVID-19 and the departure of key staff, this was not the year to take on this tactic. The CEP Dean will set up a meeting with the STEAM Director, new ABS Director, and the contracted Perkins Coordinator to discuss options for 2021-22.	**CEP Tactic 5 Next Steps:** Determine one or more actions to support industry satisfaction and connecting noncredit and credit learning options.

SP Goal 4: Improve integration of the College with the community.				
to determine need for new programs.	• Two business/industry success stories are promoted via UCC web and social media annually.	• In Spring 2021, a Work Based Learning project was conducted with Perkins funds and recommendations made.		

Figure 16

Strategic Plan Resource Allocation Discussion

RESOURCE ALLOCATION: Comments on budget / resource allocation
Effect of budget and allocated resources on tactic achievement.
Academic Services New programs cannot be developed without resources to do so. Strategic budget planning for program growth and development is needed.
Athletics • Budget was not as big of an issue as normal, as ATH had very limited travel and competitions. • Some issues arose because due to the cost of protective gear, COVID testing kits, etc. • Fundraising took different forms this year, but a significant amount was still raised.
Business Services • Accounting and Finance department had a significant staff turnover: Director's position was vacant for a year and Accountant – Students Accounts is for 6 months. Although the active search continued, we had several failed searches. Staff turnover had significant negative impact on the achieving tactics as our focus shifted to operational and compliance imperatives. • Although the budget is allocated for these positions, the inability to recruit skilled staff remains an issue. • We also requested another position to address the Administration building foot traffic once the campus reopens. The position will help with carrying the load for Accounting and Finance as well. • Other areas were impacted as well: The Hawk shop reduced staff significantly during pandemic to reduce the overhead. • Budget department extended help to other areas experiencing turnover (Provost, etc.).
Community Education & Partnerships • Enrole Project – The funding allocated toward Laserfiche helpful. Enrole is a self-supported software. • Canvas Project – CRRSSA funds received are helping fund a long-term solution for non-credit to utilize Canvas. • Apprenticeship – General fund dollars were allocated towards the hiring of an Apprenticeship faculty member. This position has helped move the needle in a positive direction for students and the training agents (employers). • SOWI – no additional dollars have been allocated. Industry Satisfaction/New Programs – One time Perkins dollars were allocated but not used.
Enrollment & Student Services Staffing is stable in ENMGT and we are working together on delivering services. We do not have enough support in testing and have been utilizing a position in another area during COVID-19. We plan on doing some slight staff rearranging to help support this.

RESOURCE ALLOCATION: Comments on budget / resource allocation

Facilities Services

While funding was consistent for needs, construction costs markedly increased from 2020-2021, causing delay for materials purchase and contracted services procurement, which in turn influenced current project completion levels to date.

Human Resources

- Majority of funds for the Laser Fiche provided through IT (CRSSA funds).
- Employee performance tracking in Banner will utilize existing software, main expense will be staffing and training.
- Other initiatives were affected most significantly challenged by level of staffing and needed training.

Information Technology

Due to CARES Act and CRSSA money, budget was not an issue to purchase the new hardware required or additional license fees. Training was very minimal due to COVID-19 but is scheduled to take place this summer. If training is not possible then use of some advanced features and full efficiency of all the projects will not be realized.

Institutional Effectiveness

- For the most part, budget did not have a significant effect on our outcome targets. Travel restrictions did not impede the ability to collaborate, meet through zoom, seek training, or complete tasks. Less training was offered due to travel restrictions, however, adequate training in IE and NWCCU related topics continued. Adequate budget and resources remain available to our department.

For the future, as the campus increases awareness of IE and the processes of sound assessment, data needs expand exponentially. We will most likely need to seek increased resource allocation for an additional position in our department.

Learning Support Services

LSS was successful with obtaining three resource allocation requests presented 2021:

1. Registration & Records part time staffing (effective 7/1/21)
   - The Registration and Records 2020-2022 operational plan outcomes are to improve office workflow and efficiencies relating to catalog updates, processing of nursing applications, and commencement, which are all currently done manually. The plan also encompasses the improvement of completion rates by improving the graduation process. Hiring a part time specialist would allow our director and other staff members to focus on these outcomes.
2. Learning Commons part time staffing (effective 7/1/21)
   - This position will essentially perform all the duties that we need for both the Library and the Success Center. It can help the Success Center Coordinator with the Academic Coaches (tutors), check out library material to students, answer questions for students about technology, the college, e-learning, and the library. It ensures that everything runs smoothly in the building and that students receive excellent service. Overall, this position ensures that when a student enters our building, they get whatever help they need to be successful, they are safe, and they feel a positive and welcoming atmosphere. This is the foundation of recruitment and retention-- having excellent and reliable service for our students and enabling them to learn and grow. This position also does library and Success Center work processes and projects. Finally, we

RESOURCE ALLOCATION: Comments on budget / resource allocation

cannot go without the duties of this position. This means that if this position is not filled, the other library staff will need to do this in lieu of their duties. If the other library staff cannot do their duties, we will not be able to meet accreditation standards for the library.

3. Title III Grant Writing- The following tactics are identified within the Learning Support Services, Enrollment and Student Services, and Academic Services tactical plans
   - Improve student learning and achievement by aligning guided pathways initiatives with retention and completion efforts, while focusing on part-time students and ethnic/racial groups.
   - Implement a new development education model aimed at accelerating successful completion of college-level math and English with a focus on part-time students and ethnic/racial groups.
   - Faculty will utilize best practices and innovative strategies in teaching and learning.
   - Equity gaps in student success will be reduced by July 1, 2022.
   - Retention and completion rates will increase.

Based on assessment findings, if no additional resources are granted, the following is a list of changes, identified by support areas, that could be made to existing budget/resources that may influence the outcome of the 2021-2023 Action Plan.

Academic Services
- Focus can remain on curriculum redesign with recruitment and retention.
- $100,000 - $200,000 is needed for new degree programs.

Athletics
Most of our goals are not tied to the amount of allocated of resources we have, exclusive of the time to complete them.
ATH strive to improve efficiency identify varying methods to increase productivity; being able to work in large groups again, will certainly help.

Business Services
- We continue to actively recruit vacant positions. Until we can fill and train vacant positions, we will have to continue focus on operations as much as we can on Accounting and Finance side.
- The rest of the areas, although impacted, are on track with operational/tactical plans. The Hawk shop will need to expand staffing once campus reopens.

Community Education & Partnerships
Currently unknown.

Enrollment & Student Services
- We did not use the portion of the ENMGT budget for community events and outreach, but we need to keep this line item to get back out into the community. At the same time, ESS would like to see if a portion can help with a CRM.

RESOURCE ALLOCATION: Comments on budget / resource allocation
• We do not want to reduce staffing any further. The Recruitment and Advising Coordinator will need to be able to dedicate part of her time to leading recruitment efforts and we need all the Enrollment Advisors to assist.
Facilities Services Additional funding needs have been met; therefore, FS will continue to proceed with tactics and anticipates fulfillment of outcomes.
Human Resources • Use of Banner tracking allowed us to utilize what we had to accomplish Banner tracking and new employee onboarding utilized existing Canvas and UCCOnline technology. • Now that we have acquired Laser Fiche we will be able to facilitate additional electronic processes for future endeavors.
Information Technology If faculty are going to require to be paid to learn new technology, then additional funding will be required to meet efficiency.
Institutional Effectiveness • If no additional resources are granted, our data request response and our ability to maintain our reporting may be impacted. We can continue to save where we can, taking advantage of virtual trainings instead of travel where applicable and feasible my a be a way to shift funds where we need them most.
Learning Support Services • **Lack of professional development.** While UCC does provide fundamental opportunities for development during retreats, in-service, and workshops throughout the year, there is a lack of a cohesive structure for sustained professional development to address student success in all learning environments. Opportunities exist for deeper professional development to facilitate student learning, computer-aided instruction, retention strategies, assessment techniques, classroom management, and technology integration for underprepared learners. The college has not tied professional development efforts with interventions from student services designed to improve student outcomes using research-based strategies. • The CARES Act Grant, GEER Distance Learning and CRRSAA Grants have deeply contributed to our professional development opportunities this year, Learning Support Services will continue to work towards leveraging these monies and strategizing how we can continue this work. AVPAS is very hopeful we will be awarded the Title III Grant which is for five year and will have a positive impact on achieving our outcomes.

ADDITIONAL RESOURCES: Budget / resource allocation needs
List of resources and trainings indicated as necessary for successful outcomes achievement.

Academic Services
- Ongoing professional development to enhance teaching and learning is needed.
- Professional development pertaining to the new development education model is needed.
- Training related to closing equity gaps is needed.

Athletics
- Successful hiring of the Athletic Trainer (open position).
- Another year of successful fundraising efforts.

Business Services
Listed on additional resources allocation needs; until open positions can be filled the office will remain in a holding pattern.

Community Education & Partnerships
- Resources will be determined when the 2021-23 plans are drafted later this summer.
- SOWI may need investment to restore the vineyard and move towards commercial production.
- Pre apprenticeship is another area that may need investment. Perkins may be a possibility.

Enrollment & Student Services
The items we need related to budget is a CRM and improved software (or consultant for DegreeWorks on SEPs). Advising needs PT support welcoming the students at the front desk. Advising also needs four IPad's or tablets and Enrollment Advising needs three for students to do their signatures and account access during advising appointments. Dean of Students/Director of Student Engagement needs to continue to find a way to utilize the department's student employees to help with workload.

Facilities Services
Additional funding needs have been met; therefore, FS will continue to proceed with tactics and anticipates fulfillment of outcomes.

Human Resources
To continue successful and innovative support for future endeavors that improve efficiencies and institutional climate and culture, additional staffing is needed.

Information Technology
- Continued funding for licenses and replacement hardware for smart classrooms, private cloud infrastructure, MS 365 spanning software.
- New projects identified for 2023 will require additional funding to support their completion.

Institutional Effectiveness
- NWCCU Training and conference attendance (travel may be necessary).

- Statistical Data Analysis training as needed based on needs of the college staff and student needs that may arise.
- Continued software purchase licenses for software we currently use.
- New software purchases if data analysis needs expand beyond the scope of software currently in use.
- New position in IE to meet expanding IE needs.
- Curriculum management software for academic assessment (although this may fall under and/or with Provost area of operation).

New items identified as necessary to fulfill tactic target outcomes for 2023 may require additional funding to support their completion.

Learning Support Services
- Hire full-time Teaching & Learning Director and Instructional Designer and provide professional development that provides training on two pedagogical frameworks for teaching online and technology-enhanced courses (Community of Inquiry and Universal Design for Learning).
- Remodel library learning spaces into joint Learning Hub for faculty and students and incorporate technology to relocate programs (re-locate UCCOnline to the learning commons).
- Provide faculty release time, stipends, and conferences to improve student tutoring program and other technology enhancements.
- Provide release time and professional development through to change developmental education courses from a traditional model to a co-requisite model.
- Provide release time and professional development to develop and implement sections of FYE to serve 80% of all degree-seeking students.