

Umpqua Community College



Strategic Plan 2013-2018

Our Vision

Umpqua Community College aspires to be the center for quality teaching and learning, and a key partner in the wellbeing and enrichment of our communities.

Our Mission

Umpqua Community College provides high quality college degree programs, workforce development, and community learning opportunities.

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Plan Process and Perspective

In March of 2013 Umpqua Community College completed a comprehensive planning process, setting forth a Strategic Plan to continue strengthening the College's ability to serve its stakeholders. This plan is based on our mission, "Umpqua Community College provides high quality college degree programs, workforce development, and community learning opportunities". This planning process resulted in five Goals that will guide College decision making processes during the next five years. Internal and external factors were considered along with input from community members, students, and staff which determined the relevance and need expressed in the plan's five goals. The College, through its strategic plan, provides a framework for realizing its commitment to serve students and continuously improve its services, marketing, communication, balance of programs, creation of new instructional programs, and to strengthen existing and develop new partnerships within our communities that support our mission.

Tasks are developed each year with measures to help assess results toward achieving objectives and goals. Each department and division may develop new Tasks detailing initiatives that help UCC accomplish the goals and objectives of this plan. Tasks will include a performance measure, office responsible, timeline for completion, and estimated budget and/or other resource requirements. These Tasks are reviewed during budget discussions to ensure that resources are prioritized and allocated. Annual progress reports to the Umpqua Community College Board, campus and the community are developed to share progress related to each objective and goal.

This 2013 through 2018 Strategic Plan is the foundation of planning and budgeting for its five year period. Only those items that require no additional funding and are committed to by the College or that are funded through the college budget process each year will be included in the plan's actions, measures, and evaluation for that year.

Work on UCC's Strategic Plan is a never-ending process. The College realizes the need for flexibility in responding to unforeseen developments and the value of using assessment measures in determining the effectiveness of tasks, initiatives, and related action plans toward achieving its goals. The College ensures its ability to respond to community and student needs through its annual planning and budgeting processes. Data regarding external and internal factors, challenges, and opportunities affecting the College will be considered as it develops. The College will determine whether new objectives and/or additional tasks are needed each year or if the current initiatives simply need updated. The result of these important discussions will ensure that Umpqua Community College remains responsive, proactive, creative, relevant, and essential in providing programs and services that meet the needs of its students and communities.

Message from the President

This five year planning document is a combination of ideas, imaginations and hard work on the behalf of many people both on and off campus; most notably though is Dan Yoder. I extend my personal thanks to everyone on the committee for their hard work and to Dan for guiding this very important process.

Any planning document is a snapshot in time of a course to travel over a period of years. Any planning document must reflect some flexibility in order to adapt to changes in the environment. The speed at which technology is changing and the overwhelming regulations developed by the federal department of education are just two possible reasons for a five year plan to change priorities, goals, objectives and college response. I feel the work that is reflected in this document will help us travel the course in the next five years and allow for environmental changes that may impact our students and our college.

Again my personal thanks for your hard work,
Joe Olson, UCC President

Strategic planning Task Force Members:

Bob Bell – Board Member
Bob Hayes – Community Member
Brenna Martin – ASUCC President
Dan Yoder – Director of Institutional Research and Planning
David Farrington – Registrar
Elin Miller – Board Member
Hollie Wilson - Classified Staff, Programmer Analyst
Jacky Sohn – Community Member
Jasmine Filley – Exempt Staff
Katherine Cunnion – Reference Librarian, Faculty
Lorrie Ranck - Director of Information Technology and Innovation
Richard Robles – Classified Staff, College Recruiter
Robynne Wilgus – Exempt Staff
Ronda Stearns – Director of the Childcare Center
Sue Windsor – Counseling/Advising, Faculty

Strategic Goals:

Student Success is fundamentally important to the lives of our students, the workforce needs of our economy, our ability to meet graduation and student retention goals, and supports organizational stability.

Goal 1. Promote student success through a comprehensive institutional approach to student retention and completion.

Keeping College programs relevant through current curriculum and innovative instruction is critically important to the economic success of our students and the communities we serve.

Goal 2. Provide comprehensive, relevant, innovative instruction and programming.

Our organizational ability to communicate effectively and work collaboratively as a team to achieve shared goals, is a strategically important driver of innovation, productivity, customer service, and campus culture.

Goal 3. Foster a positive and productive campus culture and environment based on shared values.

Comprehensive organizational and resource stewardship is critical to securing public trust and forms the foundation for earning support for investment in the future education and training needs of stakeholders.

Goal 4. Exemplify responsible and sustainable organizational stewardship.

Informed and knowledgeable communities insure that students, organizational partners, staff and future students understand the resources and services available to support achieving their goals.

Goal 5. Build stakeholder awareness through comprehensive communication, promotion, marketing, and recruitment.

2013-2018 Strategic Plan

Student Success is fundamentally important to the lives of our students, the workforce needs of our economy, our ability to meet graduation and student retention goals, and supports organizational stability.

Goal 1. Promote student success through a comprehensive institutional approach to student retention and completion.

Objective 1.1. Adopt a definition of and work toward achieving student success.

- Task 1.1.1. Establish an institutional definition of student success and communicate it to all stakeholders.
- Task 1.1.2. Identify departments with direct responsibility for student success.
- Task 1.1.3. Provide professional development opportunities for faculty and staff to become informed with student development and student retention concepts.
- Task 1.1.4. Effectively market student and instructional services to students, faculty, and staff.
- Task 1.1.5. Create a resource web page about student success strategies and resources for both internal and external customers.

Objective 1.2. Improve student processes from initial contact through academic goal attainment.

- Task 1.2.1. Eliminate all late enrollment adds to classes after the first week of class.
- Task 1.2.2. Increase faculty participation in “Early Alert” grade notification process.
- Task 1.2.3. Develop a tool to assess student technology competencies at initial registration.
- Task 1.2.4. Review technology competency remediation options that address key deficiencies. (Basic computer skills course or a mandatory technology skills orientation workshop in order for students to successfully navigate technology used on campus and in their courses.)
- Task 1.2.5. Require LMS orientation for students registered online.
- Task 1.2.6. Use campus-wide referral system for students in crisis.
- Task 1.2.7. Engage GED, Adult High School Diploma, Dual Credit, and on-line students at initial contact to acclimate them to the UCC campus and to simplify their transition to on-campus classes and services.
- Task 1.2.8. Develop Student Success Program Department.

Task 1.2.9. Make New Student Orientation (NSO) mandatory for all new college students prior to or during their first term.

Task 1.2.10. Design and implement a New Student Orientation for all new High School Dual enrolled students (NSO-DE)

Objective 1.3. Strengthen and expand campus services that contribute to student success and retention.

Task 1.3.1. Teach study skills to athletes in support of academic success and retention.

Task 1.3.2. Develop and plan a First-Year Experience program.

Task 1.3.3. Develop and plan Mentor/Peer-Mentor Program.

Task 1.3.4. Establish and utilize official forms of communication, e.g. email, emergency notification and associated protocols.

Task 1.3.5. Review and evaluate student email system and make adjustments as necessary to provide efficient and useful communication among students, faculty, and staff.

Task 1.3.6. Leverage the use of the Banner as a resource for data extraction and reporting for departments/areas.

Task 1.3.7. Engage veterans on campus by providing more direct student support services by linking with existing resources within the community.

Task 1.3.8. Evaluate current use and student comments from the November 2012 student library survey for use in improving the library environment and/or services.

Task 1.3.9. Evaluate trends in the use of the library collection.

Objective 1.4. Allocate resources needed to support student retention and completion.

Task 1.4.1. Collaborate with Instructional Leadership to develop an Information Literacy Assessment Plan

Task 1.4.2. Dedicate certain phones on campus dedicated to calling 211 (Off-campus community resource line.)

Task 1.4.3. Establish structure, process and personnel to centrally coordinate computer labs to provide greater student access to technology.

Task 1.4.4. Determine library resources necessary to build on the effort to integrate library and information resources into other discipline areas, e.g., develop a consistent and sustainable framework for Information Literacy goals.

Task 1.4.5. Develop a collaborative learning library space for faculty and students.

Task 1.4.6. Build library collection in support of new curriculum and programs.

Keeping College programs relevant through current curriculum and innovative instruction is critically important to the economic success of our students and the communities we serve.

Goal 2. Provide comprehensive, relevant, innovative instruction and programming.

Objective 2.1. Ensure current and proposed instructional programs support the College mission.

- Task 2.1.1. Develop a stringent assessment process for technical programs that include workforce and employment data.
- Task 2.1.2. Develop a stringent assessment process for academic departments that include student transfer data and relationships with articulation agreements.
- Task 2.1.3. Continuously review labor market data and do environmental scanning in support of developing new classes, certificate, and degree programs.
- Task 2.1.4. Integrate Career Pathways into the instructional culture of Umpqua Community College.
- Task 2.1.5. Implement Career Pathways roadmaps for all UCC programs of study.
- Task 2.1.6. Maintain and enhance the UCC Career Pathways website so it links with all college programs and provides an up to date link into all student options.
- Task 2.1.7. Facilitate integration of career Pathways model into the UCC catalog and advising process.
- Task 2.1.8. Maintain Career Pathways compliance with emerging State protocols regarding programs of study.
- Task 2.1.9. Ensure that UCC instructional and administrative staff are trained in the creation, maintenance, and compliance of Career Pathways, Roadmaps, and any other emerging State protocols.
- Task 2.1.10. Automatically award Career Pathway Certificates, Less than One Year Certificates, and other program certificates upon completion of the final course, regardless of application to graduate status.
- Task 2.1.11. Create and foster educational partnerships with district K-12 schools.
- Task 2.1.12. Develop a winery incubator program to support recent graduates in building wine brand.

Objective 2.2. Ensure instructional “best practices” are used consistently across all instructional programs and modes of delivery.

- Task 2.2.1. Promote communication and accountability for faculty by using the assessment tools that we have in place, including the faculty performance evaluation process, class evaluations, participation in system of referrals such as Early Alert Grade system, and best practices reviews.
 - Task 2.2.2. Expand the use of classroom interactive technologies to encourage student participation and immediate or just-in-time assessment.
 - Task 2.2.3. Track program completers and transfer students to develop student perspective on the training and education received and to support compliance reporting.
 - Task 2.2.4. Create a fast track for students in programs most at-risk (GED, Developmental Education, etc...)
 - Task 2.2.5. Grow and maintain Quality Matters program to uphold standards of excellence in the design of online courses.
 - Task 2.2.6. Evaluate methods and strategies to ensure best delivery of online courses.
 - Task 2.2.7. Adapt the online learning experience to address a variety of learning styles and differentiation and accommodation based on student needs.
 - Task 2.2.8. Develop systematic measures of the impact of library instruction on student performance to inform strategies for improving the effectiveness of this instruction.
 - Task 2.2.9. Create opportunities for internal professional development for teaching and using instructional best practices.
 - Task 2.2.10. Promote and encourage professional learning communities as a means for online faculty to connect and enrich course offerings.
 - Task 2.2.11. Develop non-credit and credit Brides programs for low-skilled students.
 - Task 2.2.12. Encourage faculty and staff to participate in conferences, guest lectures, publications, and international exchange programs.
- Objective 2.3. Ensure all instructional modalities and options provide a consistent level of academic rigor.
- Task 2.3.1. Launch an academic integrity program for online learners that includes prevention methods and tools, strategies, and ways to maintain academic standards in an online environment.
 - Task 2.3.2. Assign a instructional task for to develop a short list of best classroom instructional practices that could be incorporated into all classes as an intentional strategy that supports high academic standards and promotes student success.
 - Task 2.3.3. Adapt the online learning experience to address a variety of learning styles and differentiation and accommodation based on student needs.

- Task 2.3.4. Strengthen and utilize course evaluation systems.
- Task 2.3.5. Utilize data about course evaluations to make informed course decisions about instructional programs.
- Task 2.3.6. Determine the library staff resources required to sustain the effort to integrate library and information resources into online course offerings.
- Task 2.3.7. Develop and evaluate strategies to provide seamless access to library resources in a highly flexible web environment.
- Task 2.3.8. Review options for online access to the library catalog.
- Task 2.3.9. The library will systematically collect survey data and system reports and collaborate with campus information resources staff to identify additional measures in support of the library's strategic plan.

Objective 2.4. Ensure technical and physical infrastructure supports all instructional modes.

- Task 2.4.1. Evaluate classroom learning and instructional delivery infrastructure to ensure that it is current and supports innovative learning modalities.
- Task 2.4.2. Evaluate Learning Management System options using an inclusive and transparent process.
- Task 2.4.3. Implement a Learning Management System that meets the needs of students, faculty and staff.
- Task 2.4.4. Promote videoconferencing and meeting software in online and classroom modalities to expand real-world opportunities for learning and develop interpersonal connections.
- Task 2.4.5. Plan for changes in library technology.

Objective 2.5. Expand e-education instruction opportunities.

- Task 2.5.1. Train all faculty in the use of the Learning Management System in support of supplement instruction opportunities and efficiencies.
- Task 2.5.2. Expand offerings of hybrid courses.

Objective 2.6. Ensure Continuing Education programs meet individual and community needs and provide quality lifelong learning opportunities.

- Task 2.6.1. Evaluate and affirm the Continuing Education mission of the College. Defining areas of focus, and developing goals, objectives, and service delivery expectations.
- Task 2.6.2. Ensure Community members have access to quality lifelong learning activities.

- Task 2.6.3. Improve student access by implementing a convenient registration system for non-credit students that allows for online, face-to-face and phone registration.
- Task 2.6.4. Design and implement non-credit instructor training and orientation that focuses on Instructional design and course outcomes.

Our organizational ability to communicate effectively and work collaboratively as a team to achieve shared goals, is a strategically important driver of innovation, productivity, customer service, and campus culture.

Goal 3. Foster a positive and productive campus culture and environment based on shared values.

Objective 3.1. Promote internal organizational customer service knowledge and skills.

- Task 3.1.1. Develop internal customer service training to broaden skills, perspective, and understanding of how to best serve our internal customers area to area and department to department.
- Task 3.1.2. Develop student focused customer service training to set customer service expectations and educate all staff regarding holistic student centered support environment.

Objective 3.2. Promote and support an institutional culture of leadership and inclusion at all levels.

- Task 3.2.1. Design and Implement Student Success Training Program to be held ½ of a day 2 times per year.
- Task 3.2.2. Promote and encourage all staff, faculty and administrators to participate in Leadership UCC by considering alternatives to scheduling the Leadership program and/or flexibility of all staff – including faculty – to attend.
- Task 3.2.3. Develop activities that encourage trust and rapport between all members of the college team.
- Task 3.2.4. Create a framework to develop competent, diverse leaders at all levels, both current and the next generation.
- Task 3.2.5. Develop diversity training in order to embrace the internal cultural diversity currently present as a human resource with the exception to create opportunities for additional growth and development of a culturally diverse environment.
- Task 3.2.6. Develop new employee orientation to welcome new hires and help them acclimate to their position and UCC’s organizational culture.

Objective 3.3. Create an organizational culture that embraces accountability.

- Task 3.3.1. All Administrative, Exempt, and Classified staff performance evaluations will be conducted on time and in accordance with college policies, practices, and collective bargaining agreements.
- Task 3.3.2. Formally add “Institutional Compliance” to the Institutional Research position
- Task 3.3.3. Research succession planning and begin development of a training plan for potential leaders.
- Task 3.3.4. Provide leadership training and professional development for employees in leadership positions.
- Task 3.3.5. Develop a leadership plan for each administrative position current or created by the College.
- Task 3.3.6. Implement an automated performance management system, including performance evaluation documents.
- Task 3.3.7. Form Risk Assessment Management Team
- Task 3.3.8. Increase employee training events on slips, trips, and falls.
- Task 3.3.9. Schedule and conduct annual audit of cash handling processes and procedures through an outside Accounting Agency.
- Task 3.3.10. Schedule and Conduct Loss Control safety inspections with SAIF.
- Task 3.3.11. Divisions and Departments will set performance goals that will be reviewed annually.
- Task 3.3.12. Conduct an Organizational Climate survey on a regular and reoccurring basis and use the survey results to make organizational improvements.

Comprehensive organizational and resource stewardship is critical to securing public trust and forms the foundation for earning support for investment in the future education and training needs of stakeholders.

Goal 4. Exemplify responsible and sustainable organizational stewardship

- Objective 4.1. Manage financial resources in a fiscally sound and sustainable manner in support of the College mission.
 - Task 4.1.1. Implement continuous improvement strategies for all college procedures and practices.
 - Task 4.1.2. Secure new and supplemental financial resources by submitting new grant applications.
 - Task 4.1.3. Develop grant opportunities and partnerships to promote institutional initiatives.

- Task 4.1.4. Secure new and supplemental financial resources through forming strategic partnerships.
- Task 4.1.5. Meet with the College Foundation Board to develop strategies and goals to provide strategic financial support for students and the college.
- Task 4.1.6. Work with the UCC Foundation in developing athletic fundraising strategies and events.
- Task 4.1.7. Develop campus copier/printer task force
- Task 4.1.8. Budget and track Achieve the Dream (ATD) Expenditure's
- Task 4.1.9. Participate with the County Library in the evaluation of options for a shared library management system
- Task 4.1.10. Collaborate with library consortia, e.g. Orbis-Cascade Alliance, Foundation Center, Oregon State Library.

Objective 4.2. Develop long term institutional sustainability plan.

- Task 4.2.1. Designate a "Institutional Sustainability" task force with the charge of developing long term organizational sustainability strategies.

Objective 4.3. Base financial planning on sustainable operational budgeting.

- Task 4.3.1. Develop enrollment management planning processes that links with budget planning processes.
- Task 4.3.2. Develop a procedure or process that supports balancing and alignment of financial resources to meet student demand and organizational capacity.

Note: Ensure all employees are placed on a defined salary schedule.

Objective 4.4. Maintain and improve college facilities and infrastructure.

- Task 4.4.1. Secure matching funds for \$8.5 million in state funds to construct the Regional Allied Health and Science Training Center building.
- Task 4.4.2. Secure matching funds for \$8 million in state funds to construct the Regional Industrial Arts and Technology Training Center building.
- Task 4.4.3. Update 2008 Campus Master plan to reflect students and community needs.
- Task 4.4.4. Prioritize and develop a timeline of facility updates, remodeling, and deferred maintenance projects. (Pool, Tennis Courts, Track, Gym, and Scoreboard)

- Task 4.4.5. Develop a technology tactical plan in support of instruction and administrative operations.
 - Task 4.4.6. Develop program(s) and/or strategies to fully utilize all College facilities.
 - Task 4.4.7. Update maintenance procedures to include all maintenance cycles.
 - Task 4.4.8. Research and identify options to develop on-campus housing.
 - Task 4.4.9. Increase monitoring of Campus Facilities
 - Task 4.4.10. Integrate the library into facilities planning by coordinating the use of library space and services with campus space planning. Determine appropriate services to be delivered in the library building. Determine furniture and remodeling needs and costs.
- Objective 4.5. Ensure a stable, diverse, and talented professional workforce utilizing internal equity and external competitiveness.
- Task 4.5.1. Actively recruit diverse candidates for open positions on campus by utilizing inclusive and diverse hiring practices.
 - Task 4.5.2. Develop exit interview opportunities for separating employees to provide quality improvement feedback.
 - Task 4.5.3. Convene a team to review and develop a report of recommendations that ensure employees receive the best result for their investment.
 - Task 4.5.4. Convene a team to review and develop a report of recommendations to maintain external competitiveness through proven salary placement practices.
- Objective 4.6. Maintain and enhance positive relationships with labor organizations.
- Task 4.6.1. Develop plan that assists employees with retirement planning.
 - Task 4.6.2. Review and update college policies and procedures related to the legal and ethical treatment of employee concerns and issues.
 - Task 4.6.3. Review and update performance evaluation documentation to include objectives and goals, and review of past objectives and goals.
 - Task 4.6.4. Develop strategy to use the latest technologies to attract the best candidates for employment.

Informed and knowledgeable communities insure that students, organizational partners, staff and future students understand the resources and services available to support achieving their goals.

Goal 5. Build stakeholder awareness through comprehensive communication, promotion, marketing, and recruitment.

Objective 5.1. Implement student recruitment and program marketing strategies that are current and comprehensive.

Task 5.1.1. Develop a comprehensive college communication and marketing plan.

Task 5.1.2. Develop a plan to attract more international and culturally diverse students.

Task 5.1.3. Develop targeted recruitment and marketing strategies for current and new programs.

Task 5.1.4. Promote student recruitment activities to generate interest and increase enrollment in college programs.

Task 5.1.5. Develop science or program centric fairs/competitions and invite prospective high school students and their parents on campus to participate.

Objective 5.2. Foster Academic, Business, Cultural, and Economic Partnerships.

Task 5.2.1. Develop college visitation opportunities with district high schools in support of Dual Credit, college familiarization for seniors, and program recruitment fairs.

Task 5.2.2. Determine at least one new programming direction annually that is not currently provided through Continuing Education.

Task 5.2.3. Create partnerships with UCC academic departments to meet continuing education and workforce training needs.

Task 5.2.4. Renew articulation agreements with universities and colleges on a schedule that insures currency.

Task 5.2.5. Develop new articulation agreements with universities and colleges as appropriate for relevant college programs to provide expanded transfer opportunities for our students.

Task 5.2.6. Develop Business/Economic partnerships that provide family wage careers for graduates.

Task 5.2.7. Develop a winery tasting room curriculum or CWE program for SOWI students to gain retail sales experience.

Task 5.2.8. Explore senior fitness opportunities. Review, update, and expand curriculum to complement industry needs.

Objective 5.3. Increase campus connectivity with our communities.

Task 5.3.1. Increase fan attendance at all sporting events by 2% every year.

Task 5.3.2. Increase sponsorships for our Athletic Department by 2% every year.

Task 5.3.3. Improve marketing and advertising for Athletic Sports programs.

Objective 5.4. Increase knowledge of UCC to students, community members, and staff.

Task 5.4.1. Develop a College Communication Plan that informs our stakeholders and promotes the college. (How do we market with people and empower our stakeholders?)

Task 5.4.2. Generate frequent, incremental college information releases to promote community knowledge and support.

Task 5.4.3. Update the college web presence and include the effective use of emerging communication technologies.

Task 5.4.4. Develop web page or pages focused on New Staff Orientation covering what is in common for all employees and unique materials for each employee group.

Task 5.4.5. Develop a Student Success Communication Plan to include students, faculty, staff, and the communities served.

Task 5.4.6. Develop library website accessibility and usefulness in coordination with college website.

Task 5.4.7. Develop external customer service expectations and skills for serving members of our communities or persons that are not yet patrons of the college.

Objective 5.5. Increase the use of campus facilities by community partners and groups. (For the wellbeing and enrichment of our communities and to promote campus familiarity and community support.)

Task 5.5.1. Develop outreach plan to promote college facility use to community partners and groups.

Task 5.5.2. Develop strategies for promoting culturally diverse programming in special event use of campus facilities.