COLUMBIA GORGE
COMMUNITY COLLEGE

MISSION

Columbia Gorge Community College builds dreams and transforms lives by
providing lifelong educational programs that strengthen our community.

VISION

Become the first option of choice for education and training services
in the communities we serve.

CORE VALUES

Respect for the Individual
Integrity
Community Focus
Excellence
Commitment to Learning
Service

CORE THEMES

Building Dreams (Access)
Transforming Lives (Education)
Strengthening Our Community (Partnerships)

Strategic Goals, Objectives, and Action Items

The following pages outline each Goal's objective, intended outcomes/measures, targets, related core theme(s), objective lead(s), planned actions, time-lines, action lead, and action status.

Goal Summary

Strategic Goal #1: Increase enrollment of underserved students (Hispanic, 1st Generation, Low-income)

Strategic Goal #2: Increase Retention and Completion Rates

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Strategic Goal #5: Stable, Flexible Funding that Maintains Quality Programs, Faculty and Staff

Aspirational Goal: To better serve the students in our region by becoming a Hispanic Serving Institution by 2021

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Strategic Goal #1: Increase enrollment of underserved students (Hispanic, 1st Generation, Low-income)

Objective	Intended Outcomes / Measures	Target	Core Theme	Lead(s)
1. Outreach to regional high schools	· Increased enrollment of 18-19 year olds · Increase in enrollment of underserved students · Increase in dual-credit opportunities · Increase in activities that foster collaboration with high school counselors FTE enrolled in: Running Start, Expanded Options, College Now, Early College, Gorge Scholars, Oregon Promise	· 5% increase in enrollment of 18-19 year olds meeting the underserved criteria · Increased number of high school students participating in dual credit courses · Increase in activities that foster collaboration with high school counselors	A2.1, A3.2	Eric/ Student Services Mary Kramer/ Dual Credit

Work Plans to accomplish above objective			
Action	**Schedule**	**Lead**	**Status**
Identify courses for dual enrollment/dual credit, and formalize Sponsored Dual Credit procedures and implement.	Delivery of expanded college offerings by Fall 2017	Eric S / Mary Kramer	**In Progress** • Work session scheduled with The Dalles HS counselors and instructors for May15th. • Information session for faculty held in fall, 2017. • Courses being identified for sponsored dual credit offering at HRVHS starting fall, 2018. CGCC faculty being recruited to be sponsoring faculty. • Identified budget to pay sponsoring faculty. • Conversations ongoing with local high schools regarding articulation agreements, guided pathways, and alignment of schedule.
Establish cut scores for Advanced Placement and College Level Examination Program. Publish on website.	May 2017 Website Update September 2017	Registrar	**In Progress** Cut scores established. Still working to post to website.

Develop/Implement Title 1B youth program	2017-18	Franceina B.	**In Progress** Students enrolled Fall 2017
Develop/Implement WIOWA/IET certificates (as required for Title II)	2017-18	Franceina B.	**In Progress** Office Associate certificate submission to Curriculum Committee 12/2017
Revise ABS schedule to include synchronous	2017-18	Franceina B.	**In Progress**
Develop noncredit certificates in fermentation sciences	2017-18	Suzanne Burd	**Pending**
Develop shared position with OSU to oversee Juntos and provide student outreach to underserved community.	September 2017	Eric S	**Canceled** OSU maintaining oversight on own
Create Pathway from HRVHS engineering program to CGCC computer science program	Establish cohort by Fall 2017	Mary Kramer	**Completed** First class delivered Spring, 2017. CGCC instructor teaching at HRVHS. Students receiving college credit.
Provide awareness/information workshops on student rights and concerns specific to our Hispanic student population. In partnership with OSU and Juntos.	February 16th and 22nd.	Kelly S/ Ann Harris	**Completed**
Update career pathways templates for each high school	Summer 2017	Peg Caliendo	**Completed**
Create/implement list of key communicators related to high school outreach	Spring 2017	Dan Spatz	**Completed**

Strategic Goal #1: Increase enrollment of underserved students (Hispanic, 1st Generation, Low-income) continued

Objective	Intended Outcomes / Measures	Target	Core Theme	Lead
2. Marketing that focuses on college-going culture and knowledge about CGCC's programs	· Development of comprehensive marketing plan · Expanded social media communication · Relevant and current website information · Internal and external awareness of programs, events and activities · FTE of students enrolled in credit (LDC & CTE), Pre-College, ESOL, Community Ed, SBDC, CCP, Customized Training · FTE of students enrolled in Running Start, Expanded Options, College Now, Early College, Gorge Scholars, Oregon Promise · Community awareness and perception of CGCC	· Marketing plan completed by September 1, 2017 · Expanded social media communication · Relevant and current website information · Internal and external awareness of programs, events and activities	A1.1, A1.2, A1.3, A2.1, C1.2	Eric/Student Services

Work Plans to accomplish above objective			
Action	**Schedule**	**Lead**	**Status**
Develop CGCC Marketing Plan	2017 Calendar Year	Dan Spatz	**In Progress** A CGCC Marketing Plan has been developed and proposed by Dan Spatz. Implementation is underway.
Coordinate collateral printed material with clear branding	2017-18	Dan Spatz	**In Progress** Publications department established
Gorge Educators Collaborative Summit second event.	October 10, 2017	Ryan B/ Tama B	**Completed**
The Student Success Team website subcommittee to review relevancy, currency, and recency of all information on the CGCC website.	March 2017 Updated: August 2017	Jessica Griffin Conner	**Completed** Student Right to Know, Consumer information, DAPP, Annual Security Report - Updated.
Recruit and train CGCC faculty/staff for radio spots	2017-18	Dan Spatz	**Completed** One-on-one training provided by Dan S. when needed. Annual schedule determined.
Create Latino advisory council	2017-18	Dan Spatz	**Completed** LatinX Council meeting monthly

Strategic Goal #1: Increase enrollment of underserved students (Hispanic, 1st Generation, Low-income) continued

Objective	Intended Outcomes / Measures	Target	Core Theme	Lead
3. Identify a small number of high impact practices for CGCC to develop and implement	· Professional development that emphasizes high impact practices in supporting underserved populations · Data is used to drive decisions to increase successful outreach activities · High impact practices are consistently utilized · Enrollment of underrepresented populations	· 50% of college faculty and staff participate in professional development offered by the college	A3.2	Eric Student Services

Work Plans to accomplish above objective			
Action	**Schedule**	**Lead**	**Status**
Phase Two College Level Examination Program (CLEP) testing and outreach to Spanish-speaking high school students.	2017-18	Stephanie Hoppe	**In Progress** Year One completed spring 2017.
Implement Online Mandatory Orientation	September 2017	Mike Taphouse	**In Progress** ▪ Orientation developed summer, 2017 ▪ Soft roll-out fall, 2017 ▪ Full role out winter, 2018
Electronic Transcript Delivery System, identified OSU as a partner institution for final testing.	Finalize implementation of electronic transcript delivery and reception system. Spring term.	Dawn Sallee-Justesen	**Completed** In final testing.

Strategic Goal #2: Increase Retention and Completion Rates

Objective	Intended Outcomes / Measures	Target	Core Theme	Lead
1. Develop Guided Pathways model for CGCC programs	· Institutional plan to transition to guided pathways model · Professional development to enhance quality instruction and student services · Increase retention and completion · Student retention over 3 consecutive terms · Percent retention fall to fall	· By June 2017, CGCC will have a plan in place · 10% of faculty will participate in professional development · 5% increase in retention and completion rates by 2019/20 academic year	B1.1, B1.2	Lori Ufford / Instruction Eric/ Student Services

Work Plans to accomplish above objective			
Action	**Schedule**	**Lead**	**Status**
Develop Plan for roll out of guided pathways	By spring 2017	Instruction	**In Progress & On Track** ▪ Initial CGCC meetings have been held and a GP team created. ▪ Attended webinar with OCCA. ▪ GP team attended state kick off of GP on October 17. ▪ Completed assessment rubric for state application including current status and next steps. ▪ Submitting application for state initiative funding and support February 1, 2017. (Goal is to be in cohort #1; however, more likely to be in cohort #2)
Determine how Career Pathways fit into Guided Pathways	Spring, 2018	Peg Caliendo	**In Progress**
Split Student Success Team into two groups; one on student retention and success, and the other on increasing student enrollment.	October 2017	Eric S	**Completed**

Strategic Goal #2: Increase Retention and Completion Rates continued

Objective	Intended Outcomes / Measures	Target	Core Theme	Lead
2. Create a safe and secure campus culture that promotes diversity and student engagement	· Enrich and expand on-campus activities and events · Greater participation in campus activities and events · Increased student satisfaction and engagement · Greater utilization of student supports · Opportunities for broader student/faculty engagement · Student satisfaction with CGCC experience · Student retention over 3 consecutive terms · Percent retention fall to fall	· Increased numbers of students participating in campus activities and events · Increased level of student satisfaction and engagement with each survey cycle	A4.1, B1.1 B1.2	Eric S / Student Services Michelle Gietl / Student Life

Work Plans to accomplish above objective			
Action	**Schedule**	**Lead**	**Status**
Update annual Safety and Security Report and related compliance issues.	October 1, 2017	Jim Austin	**Completed** Report was updated in conjunction with the Title IV Review. **In Progress** Process and reporting procedures being reformulated in response to Title IV Review.
Develop/Implement faculty mentoring program	Fall, 2017	Mike Taphouse / John Copp	**In Progress** ▪ Proposed to and supported by Instructional Council spring, 2017 ▪ Research of potential model underway ▪ Implementation anticipated for fall, 2018

Implement Open Education Resource (OER) throughout college curriculum
 	
▪ Contract process for development
 	
▪ 50% of scheduled courses using OER
 	
▪ Dedicated funding for OER development
	2017-18	John Schoppert	**In Progress**
			
			▪ Initial communication with curriculum office regarding development of process/policy for OER course development within overall curriculum development.
			
			   ○ Draft rubric created aligning curriculum, distance education, and OER development
			
			   ○ Impacts Collective Bargaining Agreement which is under negotiation Fall/Winter 2017/18
			
			▪ Approximately 53% of courses are identified in the class schedule as using OER. High usage courses have initially been targeted for development.
			
			▪ Grant dollars were used to develop OER options for Hood River Valley High School dual credit courses. HECC grants supported OER development for sociology and history course series. Completed.

Update Student Handbook and Related Processes	Completion August 2017	Eric Studebaker	**Completed** Now live on the CGCC website.
Implementation of Federally mandated Drug and Alcohol Prevention Program	Spring term, 2017	Shayna Dahl	**Completed** Developed communications, web pages, and updates to policy. Now live on the CGCC website and communicated via email directly to students and employees.
Redesign ABS orientation to include best practices	Summer, 2017	Franceina B	**Completed**
Hire Pathways Transition Advisor for Pre-College tracking and cohort model	Summer, 2017	Franceina B	**Completed**
Develop/revise first-year-experience courses to support Oregon Promise students	Summer, 2017	Tama Bolton	**Completed** ▪ Collaboration between Advising and Instruction ▪ Created a list of required course options for first year students supporting student success in college and life (CG and LIB courses)
Create online student trainings and incentive program to address; drug and alcohol prevention, healthy relationships, bystander intervention, and student privacy.	October 1, 2017.	Mike Taphouse	**Completed** ▪ Secured contract with SafeColleges. First round of trainings sent out to students Fall, 2017.

Strategic Goal #3: Provide Curriculum and Programs that are Relevant and Diverse

Objective	Intended Outcomes / Measures	Target	Core Theme	Lead
1.Assess and develop academic and community education programs that are consistent with the needs of our service district	· Strengthen relationships with regional industries to inform program development that meet the needs of the service district · Program development and improvements are based on program review process · Utilize industry professionals in an advisory capacity to inform pertinent skills and knowledge necessary in specific industries · Structure programming in order to maximize opportunities for students and community partners · Percentage of FTE enrolled in non-credit courses (Community Ed, SBDC, CCP, Customized Training) compared to statewide average · Learning outcomes at the course level · Learning outcomes at the degree/certificate/program level · Learning outcomes at the institutional level (Core · Learning Outcomes) · Regional industry satisfaction with CGCC	· Program review inform development · Advisory committees established for all CTE programs by end of fall 2017-18 · Program development guidelines established by May 2017	A1.3 B3.1 B3.2 B3.3 C1.2	Lori Ufford / Instruction

Work Plans to accomplish above objective			
Action	**Schedule**	**Lead**	**Status**
Establish program guidelines for new credit programs	July 2017	Lori Ufford Susan Lewis	**In Progress (beginning)** Curriculum Committee researching other colleges and developing guidelines for adoption and sunsetting of instructional programs

Conduct surveys and hold focus groups to identify emerging and current employment training needs	By June 2018	Mary Kramer Suzanne Burd Dan Spatz	**In Progress** ▪ Coordinated meeting between Unmanned Aircraft System (UAS) 101 faculty and The Dalles High School teacher looking to start a UAS course at TDHS. ▪ Met with Mt. Hood CC Fisheries Tech faculty to determine collaboration opportunities as CGCC considers a Fisheries Tech program. ▪ Staff and Board members conducting site visits of local industry to identify unmet skill sets in order to inform instructional programming. ▪ Application submitted for the Columbia Gorge Food & Beverage grant administered by the Economic Development Administration. Dollars would go toward conducting a survey of regional needs.
Development of UAS program/curriculum	2017-18	Mary Kramer Suzanne Burd	**In Progress** ▪ Non Credit Training Certificate developed, approved, and offered ▪ Credit UAS course developed, approved, and offered. Included as an elective to the EM-Tech AAS. ▪ Presentation to the Board (11/2017) regarding UAS industry growth in the Gorge and potential for related educational programming.
Redesign Adult Basic Skills programming to reflect the needs of the community (Pre-College)	2017-18	Franceina Brackenbury	**In Progress** ▪ In process of developing synchronous instruction (on-line) for Adult Basic Education and GED preparation courses (fall, 2017). ▪ Developing work experience component of Title IB Youth program – creating partnerships with local businesses (fall, 2017). ▪ Revitalized Pre-College advisory council (spring, 2017) – meeting once per month. Meetings include guest speakers from highlighted partnerships.

Strategic Goal #3: Provide Curriculum and Programs that are Relevant and Diverse continued

Objective	Intended Outcomes / Measures	Target	Core Theme	Lead
2.Identify and implement the use of more high impact practices	· Identify a small number of high impact practices for CGCC to develop and implement · Professional Development provided to inform faculty · High impact practices are consistently utilized · Data is used to inform educational design and instruction · Reduction in disparities in students' performance · Percentage of FTE enrolled in credit courses · Enrollment of underrepresented populations · Completion in Dev. Ed Writing with "C" or better · Completion in Dev. E. Math with "C" or better · Students who earn 15/30 credits in the year · Learning outcomes at the course level · Learning outcomes at the degree/certificate/program level · Learning outcomes at the institutional level	· Practices identified by spring 2017 · 2017-18 Budget includes professional development fund · Process for requesting professional development dollars established by fall 2017	A1.1 A3.2 B2.3 B2.4 B3.2 B3.3	Lori Ufford / Instruction

Work Plans to accomplish above objective			
Action	**Schedule**	**Lead**	**Status**
Establish process for requesting professional development	Spring, 2017	Lori Ufford	**In Progress (beginning)**

Research and Identify High Impact Practices and develop professional development activities for 2017-18 academic year: Guided Pathways, Dual Credit/Accelerated Learning	Summer, 2017	Lori Ufford	**In Progress** ▪ Research and implementation of high-impact practices o Pre-College has incorporated strategies from Growth Mindset into orientation and is developing practices for the classroom. o Reading Apprenticeship available spring, 2018 pending budget availability ▪ Determining professional development needs (see earlier content regarding Guided Pathways and Dual Credit) ▪ Review of professional development activities conducted in institutional department reviews (summer, 2017)
Professional Development and Trainings Offered Through SafeColleges: Trainings topics include: ● Sexual Harassment: Staff to Staff ● Discrimination: Avoiding Discriminating Practices ● FERPA: Confidentiality of Records	Spring Term Initial Roll Out Fall Term Full Roll Out	Courtney Judah	**Completed**
Military Veteran Welcome Letter and Resource Packet	Fall implementation.	JC	**Completed**

Strategic Goal #3: Provide Curriculum and Programs that are Relevant and Diverse continued

Objective	Intended Outcomes / Measures	Target	Core Theme	Lead
3.Study and implement alternate delivery modes for instruction	· Determine viable delivery modes · Develop and implement delivery · Support student learning through the creation of educational opportunities that are accessible and flexible · Increased access and flexibility of instructional programming · Percentage of FTE enrolled in credit courses · Enrollment of underrepresented populations · Student satisfaction with CGCC experience	· Identification of viable modes by September 2017 · Development and delivery by Fall 2019	A1.1 A3.2 A4.1	Instructional Services

Work Plans to accomplish above objective			
Action	**Schedule**	**Lead**	**Status**

Analysis of scheduling needs to consider night, weekend, cohort, online and hybrid delivery expansion	Spring term analysis, 17-18 year beginning roll out	Instructional Services	**In Progress**
			▪ Student Success Team is reviewing scheduling.
			   o Student survey completed fall, 2017
			   o Analyzing data and creating a plan (fall/winter, 2017/18)
			   o Potential for spring, 2018 implementation

Exploration of wholly online certificate/degree in business department	Spring 2018	CTE Department Chair	**Beginning** Interest in developing entrepreneurial certificate. Exploratory meetings held.

Support faculty in the development of OER options for courses.	2017-18	John Schoppert	**In Progress** ▪ Library hosted six sociology faculty members at the Hood River campus for a one-day OER textbook build-out as part of a HECC OER grant (completed) ▪ History faculty met for same work in June (completed) ▪ Other courses completing OER conversion include: psychology, general science, EM-Tech, etc. ▪ Grant opportunities for continued development of OER with faculty groups are promising for winter, 2018.

Strategic Goal #4: Expand Collaborations with Business, Industry and Educational Partners

Objective	Intended Outcomes / Measures	Target	Core Theme	Lead
1.Develop degree partnerships and articulation agreements with other educational Institutions	· Ensure alignment of programs with educational transfer requirements; · Establish majors that articulate to EOU, OSU, PSU; · Produce transfer maps that align to common majors · Students who transfer to Oregon University System	· Refresh MOU with degree partnership institutions by spring 2018 · Identify majors in concert with state guidelines by 2019 · Transfer maps aligned by 2019 · Establish majors that articulate to OUS universities; · Create transfer maps	B2.7	Director of Training and Transfer programs (Lori Ufford lead while position is vacant)

Work Plans to accomplish above objective			
Action	**Schedule**	**Lead**	**Status**
Transition to OCNE curriculum	9/16-9/18 1st cohort fall of 18	Doris Jepson	**In Progress (on target)** ■ Nursing degree changes approved by NWCCU and OSBN ■ OHSU OCNE advisor Kelly Rutten met with advising to help with OCNE transition ■ Nursing director met with provost of OHSU to discuss opportunities for collaboration ■ Refining nursing courses in anticipation of fall, 2018 start ■ Suspension of Practical Nursing certificate moving forward (CC approval 11/16/17; Board approval anticipated 12/12/17)
Maintain current and develop new articulation agreements with other educational institutions.	2017-18	Instructional Services	**In Progress** ■ Met with OSU and PSU regarding the creation of seamless transfer and articulation agreements (OSU not interested at this time, PSU still in discussion) ■ Updating Nursing articulation agreement with Linfield College

Strategic Goal #4: Expand Collaborations with Business, Industry and Educational Partners continued

Objective	Intended Outcomes / Measures	Target	Core Theme	Lead
2. Build stronger partnerships with regional K-12 school districts	· Increase successful transition between high school and CGCC · Annual increase in the number of students participating in Gorge Scholars/Oregon Promise program · Improved advisement and awareness of CGCC in high schools · Establish an annual meeting with high school counselors to strengthen communication and advising of HS students · FTE enrolled in Running Start, Expanded Options, College Now, Gorge Scholars, Oregon Promise and Early College · Community awareness and perception of CGCC	· Four percentage annual increase of local high school student enrollment; · Established career pathways between districts and college; · Percentage annual increase of high school students participating in dual credit courses · Max student participation in Gorge Scholars program (12)	A.2.1 C2.1	Eric/ Student Services

Work Plans to accomplish above objective			
Action	**Schedule**	**Lead**	**Status**
Implement a technology equipment collocation agreement that provides the Columbia Gorge Education Service District (ESD) with an optimal equipment environment by utilizing cabinet space in CGCC's data center.	Winter 2017	Bill Bohn	**Completed** ▪ Agreement developed and signed. ▪ ESD core equipment relocated. **In Progress** ▪ Internet equipment and connections to be moved later winter term.

Strategic Goal #4: Expand Collaborations with Business, Industry and Educational Partners continued

Objective	Intended Outcomes / Measures	Target	Core Theme	Lead
3.Work with regional organizations to develop and offer apprenticeship programs	· Provide opportunities to students for experiential learning · Number of business and industries assisted by CGCC · Regional industry satisfaction with CGCC	· Launch apprenticeship program by 2019 (1 partnerships created for apprenticeship)	C.1.1 C1.2	Lori Ufford

Work Plans to accomplish above objective			
Action	**Schedule**	**Lead**	**Status**
Identify internship opportunities.	2017-18	Instruction	**In Progress** ▪ Met with OSU and PSU regarding the creation of seamless transfer and articulation agreements (OSU not interested at this time, PSU still in discussion) ▪ Updating Nursing articulation agreement with Linfield College ▪ Joined Gorge Works internship network which matches students with businesses offering internships (on-line application). ▪ Industry site visits being conducted by staff and Board members include identification of potential internship sites. ▪ Potential for internship opportunities related to Title I requirements for adult dislocated workers (waiting resolution of awarding).
Review and update AR & OP related to articulation agreements and their maintenance.	2017-18	Instructional Services	**In Progress**

Strategic Goal #5: Stable, Flexible Funding that Maintains Quality Programs, Faculty and Staff

Objective	Intended Outcomes / Measures	Target	Core Theme	Lead
1.Strengthen connections with community members and business partners in order to stay abreast of regional educational and workforce needs	· Respond to workforce needs through development of new CTE, customized training · Develop relevant non-credit certificate programs · Percentage of FTE enrolled in non-credit courses · Regional industry satisfaction with CGCC Community awareness and perception of CGCC	· Review and update hiring processes for non-credit programs by February 2017 · Identification of non-credit program develop annually	A1.3 C1.2 C2.1	Suzanne Burd Dan Spatz

Work Plans to accomplish above objective			
Action	**Schedule**	**Lead**	**Status**
Rework noncredit faculty pay scale, hiring documents and processes	Spring 17	Suzanne Burd	**In Progress** ▪ Documents finalized ▪ Next step to send to legal for final review
Establish contracts out of districts	Summer 2017	Dan Spatz	**In Progress – (on target)** ▪ Advised to establish an MOU rather than a contract with Sherman and Gilliam counties to formalize delivery of services. ▪ Expanded services to out-of-district counties ▪ Waiting for resolution of Title 1B in order to align any agreements.
Establish a community Hispanic advisory board to inform institutional	Spring and Summer 2017	Dan Spatz	**Completed** LatinX Council meeting quarterly.

Strategic Goal #5: Stable, Flexible Funding that Maintains Quality Programs, Faculty and Staff continued

Objective	Intended Outcomes / Measures	Target	Core Theme	Lead
2.Meet eligibility requirements for broader federal funding that supports student access and success	· Ensure adequate resources to support instruction · and student success · Successful Title III Grant application in 2016-2017 · Meet Title V Grant Eligibility Requirements by Fall · 2017 · Title V Grant application in 2021 · Enrollment demographics variance from regional · demographics for students · Enrollment of underserved populations	· Hire Community Outreach position by Winter · 2017 · Collection of data for application by January · 2017 · Successful submission of Title 3 grant application · by March 2017	A3.1 A3.2	Dan Spatz

Work Plans to accomplish above objective			
Action	**Schedule**	**Lead**	**Status**
Submit applications for Titles 3 and 5	3/17	Dan Spatz	**Completed** ▪ 2017 Application for Title 5 successfully completed. Not awarded. Dependent on requirements, applying for 2018 grant. ▪ Title 3 grant not accepted
Submit other relevant grant applications	2017-18	Dan Spatz Instructional Services	▪ Letter of Interest for Meyer Memorial **submitted**. ▪ National Science Foundation (2nd grant) – **In Progress** ▪ 11 G Funding – **In Progress** (feasibility study being conducted regarding student housing – to be used as a match for skill center) ▪ Title 1B Youth – **Completed** (funding secured) ▪ Private foundation grant research for specific projects – **On-going**

Strategic Goal #5: Stable, Flexible Funding that Maintains Quality Programs, Faculty and Staff continued

Objective	Intended Outcomes / Measures	Target	Core Theme	Lead
3.Develop the partnership between CGCC and CGCC Foundation while following the terms of the Memorandum of Understanding	· Develop strong ambassadors for CGCC · Increase private donations · Provide students resources for attending CGCC · Community awareness and perception of CGCC	· Develop diverse foundation board membership · Increase private donations by [X] percent each year; · Develop a policy and process for professional development by June 2017	C2.1	Stephanie Hoppe

Work Plans to accomplish above objective			
Action	**Schedule**	**Lead**	**Status**
Transition of 1b funding to Columbia Gorge Community College	May-October 17	Lori Ufford	**Completed**
Seek Professional Development funding	Spring, 2017	Lori Ufford	**Completed** Foundation contributed 4,000 to professional development around student success and retention