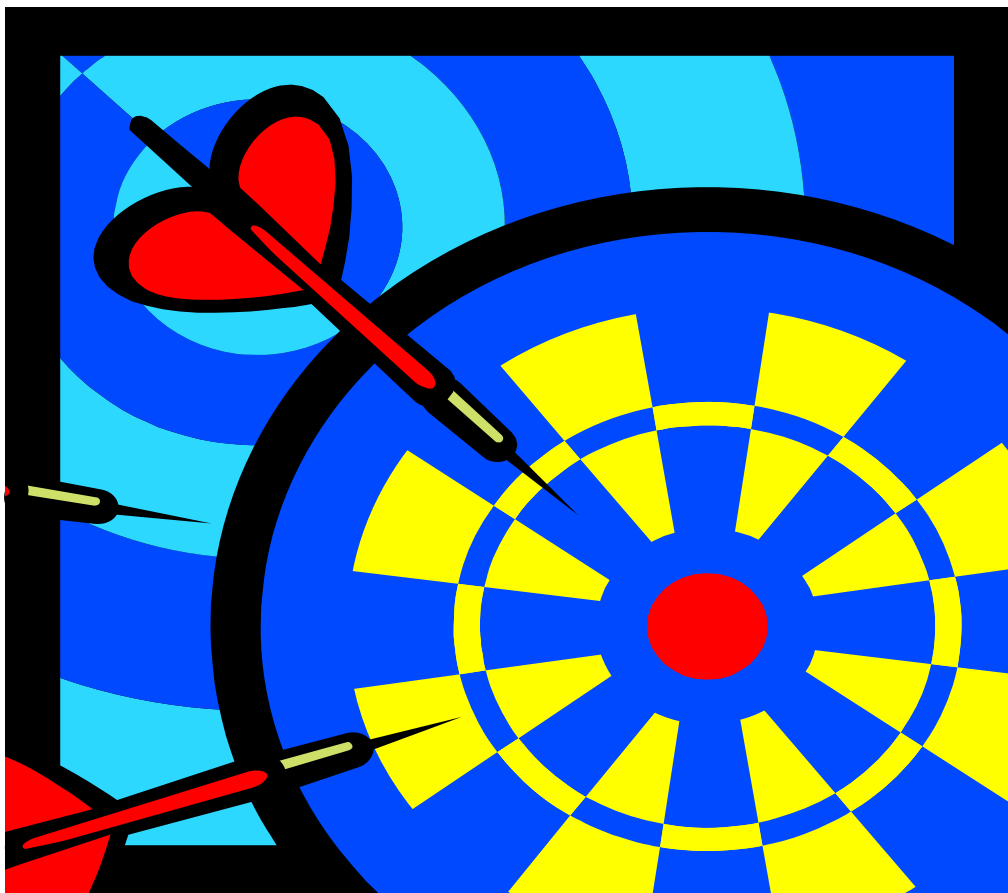



# CCC: Creating Lifetime Opportunities for Success Through Responsive Education







## The SEM Draft Implementation Plan

September 2008





S=Students, I=Instruction, SR= Staff and Resources, DM= Decision Making, C= Community, D= Diversity, E=Environment  
T Teaching and Learning R Research P Process A Access E Enrollment D Deferred

 Intended Outcome





# Creating Lifetime Opportunities For Success Through Responsive Education




| Related Strategic Priority  | AACRAO SEM Recommendation   | <b>SEM Taskforce Recommendation</b>  | Who will make it happen   | Timeline for Implementation<br>Summer 08 →   | Fall 08 →  | Winter 09 →  | Spring 09 →                               | Summer 09→ | Fall 09 →                                       |
|---|---|--|---|--|--|--|---|------------|---|
| S-1<br>SR-2   | 1- It is recommended that Clackamas initiate a campus-wide process of developing comprehensive enrollment goals for the next 10 years.<br>(E)   | Develop a comprehensive SEM Committee and planning process.<br> SEM Committee in place  | Enrollment Cluster, SEM Taskforce Leads, Expanded Presidents Council, College Council, SEM Committee Public Affairs | Enrollment Cluster finalize recommendation on charge, membership and reporting structure of the SEM Committee.<br>Begin gathering “direction” and/or areas of focus for the SEM Committee.<br><br><b>DONE</b><br> | Present SEM Committee to Expanded Presidents Council and College Council for approval as standing committee with charge and responsibility.  | SEM Committee begin developing 10 year plan                      | SEM Committee finalize 10 year draft plan |            | SEM Committee present 10 year plan for approval |
| S-1<br>I-3<br>SR-3<br>DM-2<br>DM-3<br>C-1<br>C-2<br>S-2<br>S-3<br>I-2 | 2- It is recommended that Clackamas establish an institutional research depart. with a minimum of two staff persons. A director position will provide oversight, coordinate creation of campus-wide data definitions and reporting standards, prioritize data requests, and conduct data analysis to inform campus decision making. A 2nd support position will develop reports from Datatel and provide campus wide assistance and training in generating reports from Datatel.<br>(R) | Recommend implementation of a “knowledge network” model at CCC to meet the needs of data requests, data analysis, research and reporting.<br><br> Implement a knowledge network | Members of the SEM Research Cluster, Executive Team, IT   | Continue the fact finding with regard to the Knowledge Network model and organizational reporting structure.<br><br><b>DONE</b><br>   | Introduce model to Exec. Team, Deans, Expanded Presidents Council, College Council. Solicit input/feedback.<br><br>Assess data gathering, reporting and knowledge needs<br><br>Identify overlapping needs and data gaps. | Determine next steps, develop budget and plan for implementation | Begin implementation                      |            |   |



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 Teaching and Learning  Research  Process  Access  Enrollment  Deferred




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|----------------------------|--|---|--|---|---|--------------------------|--------------------------------------|------------|-----------|
| DM-2<br>DM-3<br>SR-2       | 3- It is recommended that Clackamas reduce the number of shadow databases by charging an existing committee, or convening a new one, to: <ul style="list-style-type: none"> <li>• Develop an inventory of unmet needs.</li> <li>• Prioritize needs and develop a plan to address them over the next 12-18 months.</li> </ul> (P) | Transition existing “shadow” data bases to Datatel. Identify functions of the shadow data bases that Datatel can not accommodate and find solutions for users.<br><br> All databases integrated into datatel | ITS, EL Division, Advanced College Credit, Registrar, Outreach and other stake holders | Work with EL Division, ACC and Registrar to begin transition.<br><br><b>DONE</b><br> | Complete ACC transition   | Set plan for next groups | Complete EL and Outreach Transitions |            |           |
| SR-2<br>SR-3               | 4- It is recommended that Clackamas heavily promote the implementation of the new web portal for students, as a way of preparing them for increased reliance on technology-enhanced self service.           (D)  | It is recommended that Clackamas heavily promote the implementation of the new web portal for students<br><br> Web Portal used by students   | Web Committee and Portal Taskforce   | Report out to SEM Taskforce. Implementation of plan at September 4 meeting.   | <b>COMPLETE</b><br> |                          |                                      |            |           |
|                            |  |   |  |   |   |                          |                                      |            |           |

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| S-1<br>SR-2<br>DM-2        | 5- It is recommended that Clackamas review current manual processes and in-person student services with the goal of reducing workload and redirect staff time toward implementing functional enhancements in Datatel.<br>(P) | <p>Implement the findings and recommendations as outlined in recent Datatel Registration, Financial Aid, Student Accounts and Recruitment/Admissions audits/training.</p> <p> Biannual updates on Datatel functionality updates</p> <p>Implement scheduling applications (R25, S25 and others) to make room/building scheduling more efficient.</p> <p> Scheduling process implemented</p> | <p>Outreach, Student Financial Services, Registrar, and ITS</p> <p>Deans, Deans Assistants, Facilities Scheduling and ITS</p> | <p>Outline the audit/training findings/recommendations and indicate status of progress. Establish priority and resources needed for those items still remaining</p> <p>Learn about the functionality of R25, S25 and its potential for meeting our scheduling needs.</p> | <p>Continue working on implementing changes</p> <p>Conduct an On-Line Student Services audit</p> <p>Learn from others about scheduling policies and how to do automated capacity analysis.</p> | <p>Continuous improvement</p> <p>Begin Application of audit information</p> <p>Discuss scheduling policies and best practices. Establish a timeline for implementation.</p> | Continuous improvement of on-line student services |            |           |
| SR-1<br>SR-2<br>I-1<br>I-3 | 6- It is recommended that Clackamas include technology skills as a required qualification as staff turns over and new staff members are hired.(T)  | <p>Deferred to departments. No plan to take college wide</p> <p> Referred to another department</p>   | Department chairs   |  |  |   |  |            |           |







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|----------------------------|--|--|--|--|---|---|-------------|------------|-----------|
| SR-2<br>DM-2               | 7- It is recommended that Clackamas establish a task force to analyze the match between policies and procedures and Datatel functionality, on an aggressive timeline, fixing obvious problems quickly. Afterward, insert a process in the Instructional Standards and Procedures committee review, and curriculum committee, to assure that the question is asked “How will this regulation/policy be matched with Datatel functionality?” on an ongoing basis.<br>(P) | Establish Datatel functionality that supports college policies and procedures as determined by ISP, Curriculum Committee, Administrative Regulations, and Board policy.<br><br> Biannual updates on datatel functionality updates | Registrar,<br>Director of SFS,<br>Director of HR,<br>Director of Bus. Office, Joint Deans,<br>Curriculum Specialist,<br>Director of Admin. Computing | Datatel Audit reports from 07-08 used by operational area to begin assessment of needs<br><br><b>DONE</b><br> | Each operational area to assess their status and progress. Identify priorities and develop plan for next 1-2 years. | Each operational area presents plan to the college<br><br>Committees (ISP, Curriculum,) add question to their processes and forms |             |            |           |
|                            |  |  |  |  |   |   |             |            |           |

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|------------------------------|---|--|---|---|---|-------------|-------------|-------------|-----------|
| SR-2<br>DM-1<br>DM-2<br>DM-3 | <p>8-It is recommended that Clackamas designate an individual to be charged with decision making authority regarding Datatel core functionality. (P)</p> <p>9-It is recommended that Clackamas develop a Core Committee to provide representation and counsel to the individual referenced in Recommendation 8. (P)</p> | <p>Recommendation not in sync with CCC way of proceeding. Concept fulfilled by #9</p> <p>Recommendation 8 not acted upon</p> <p>Establish the DIG (Data Integrity Group) as a standing committee at CCC that is a CORE standards and decision making group for Datatel. We would like this group to report to an oversight team at the Dean level</p> <p> DIG established as standing committee</p> | Director of Admin. Computing (Chair), with key user representation from each of the functional areas. | Develop DIG Committee charge, membership, roles, responsibilities and meeting and reporting structure | Bring to Expanded Presidents Council and College Council for approval |             |             |             |           |
|                              |   |  |   |   |   |             |             |             |           |

| Related Strategic Priority   | AACRAO SEM Recommendation  | SEM Taskforce Recommendation  | Who will make it happen               | Timeline for Implementation<br>Summer 08 →   | Fall 08 →   | Winter 09 → | Spring 09 → | Summer 09→ | Fall 09 → |
|------------------------------|--|---|---------------------------------------|--|---|-------------|-------------|------------|-----------|
| DM-1<br>DM-2<br>DM-3<br>SR-2 | 10- It is recommended that Clackamas assign specific responsibility for oversight of enrollment related components of the CCC web site and portal to central staff in IT, Enrollment Services, outreach, and retention. Responsibilities of these persons should include weekly monitoring of on-line information and development of a plan for rigorous campus-wide training for content management.<br>(E) | <p>Assign responsibility and authority to oversee enrollment related components of the Clackamas web site and new portal to the Web Committee.</p> <p> Portal in place with Web committee oversight</p> <p>Ensure that the Web Committee membership includes individuals from Enrollment/Student Services.</p> <p> Membership established</p> | Enrollment Cluster, CCC Web Committee | <p>Provide Web Committee with SEM Recommendation #10. Review membership of the CCC Web Committee.</p> <p><b>DONE</b></p>  | Web Committee assumes responsibility of Recommendation #10. |             |             |            |           |
|                              |  |   |                                       |  |   |             |             |            |           |




| Related Strategic Priority                                     | AACRAO SEM Recommendation   | SEM Taskforce Recommendation  | Who will make it happen  | Timeline for Implementation<br>Summer 08 →   | Fall 08 →  | Winter 09 →  | Spring 09 →   | Summer 09→                      | Fall 09 →                                  |
|--|---|---|--|--|--|--|---|---------------------------------|--|
| SR-1<br>SR-2<br>I-1<br>I-2                                     | 11- It is recommended that Clackamas develop and provide training for faculty, including adjuncts, that includes information on their role in retaining students, and includes clear expectations for posting and keeping office hours, submitting grades on time, and following up with students who miss classes. (T) | <p>Ensure that all Faculty have access to and know how to obtain their students' information.</p> <p>Initiate Faculty driven college conversations on important topics</p> <p> Teaching and Learning Center established</p>  | Registrar, IT, Faculty Leadership, Deans Assistants                        | <p>Initial topics recommended for inclusion are:</p> <p>learning cohorts, (ie Honors, developmental education, etc.)</p> <p>Use of capstone projects</p> <p>Maintenance of academic integrity in all programs</p> <p>Faculty role in student retention</p> <p>Use of CPL in CCC disciplines</p>  | <p>Registrar and IT provide CougarTrax and Portal training to Faculty during In-service</p> <p>Human Resources Adopt this training curriculum into regular training protocols'</p>       | Registrar to develop online CougarTrax tutorial  | Online CougarTrax tutorial available to Faculty             |                                 | Demo the online tutorial during In-Service |
| C-1<br>C-2<br>S-1<br>S-2<br>S-3<br>I-2<br>DM-2<br>DM-3<br>SR-3 | 12- It is recommended that Clackamas conduct formal market research to determine Clackamas' strongest competition related to curriculum, and adjusts offerings to compete more effectively. (R)   | <p>Using the student, course and program data (both internal and external) determine our "gaps". Use this analysis to determine what recruitment and retention adjustments are needed to be more effective. Create a 1-3 year strategy for implementation.</p> <p> Marketing Strategy established and approved</p> | Outreach, Enrollment Services, Student Services, Reporting, Public Affairs | <p>Define the Clackamas Student and where they come from; understand community and employment trends in relationship to student recruitment/retention; look for gaps in data</p> <p>Conduct market competition analyses; harvest data on pro-tech and transfer programs (Knowledge Gathering); make short-term marketing recommendations for niche markets</p> | <p>Lay the foundation for a comprehensive, data driven marketing plan, supported by solid market research</p> <p>Conduct a needs/gap analysis</p> <p>Implement short term strategies</p> | <p>Form Knowledge Network Committee; discuss concept with campus; work on long-term plan</p> <p>Create a SWOT analysis</p> <p>Develop marketing plan</p> | <p>Create a SWOT analysis</p> <p>Develop marketing plan</p> | <b>Launch Knowledge network</b> | Implement marketing plan                   |


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




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| I-1<br>I-2<br>I-3          | 13- It is recommended that Clackamas expand its existing cohort/learning community opportunities to more students, linking 2 or 3 classes with a group of 10-20 students and a team of instructors, built around a theme. (T) | <p>Increase our understanding of cohorts and how this could be expanded at CCC. Assess the effectiveness of our current cohorts. Investigate learning communities and cohort models outside of Clackamas for best practices.</p> <p> Cohort/Learning community pilot in schedule</p>               | VP of Instruction, Instructional Deans, Department Chairs, Faculty, Reporting | <p>Continue investigation and learning of learning communities and “cohorts”.</p> <p>Create “natural” cohorts discovered through the fall schedule</p>   | <p>Generate a college conversation on student cohorts</p> <p>Enlist faculty support for a few pilot learning communities based on fall schedule</p> | Design marketing plan for pilot cohorts    | Report out on what has been learned.      | Implement pilot cohorts | <p>Generate a college conversation on student cohorts</p> <p>Monitor pilots and research effectiveness</p> |
| S-1<br>I-3                 | 14- It is recommended that Clackamas restructure admissions processing, Outreach and Recruitment to assure a smooth flow from inquiry to applicant to enrollee. (E)   | <p>Investigate Admissions/Recruitm ent models at other like institutions for best practices. Identify ways that CCC can improve upon its current structure and way of providing outreach, recruitment and admissions processes.</p> <p> Best Practices model established for outreach office</p> | Enrollment Cluster group, Outreach, Admissions, ES/SS Deans, Public Affairs   | <p>Continue learning about other effective admissions/recruitment models and best practices.</p> <p><b>DONE</b></p> <p></p> | <p>Develop a proposal for needed changes (if any) and present to SS/ES Deans</p> <p>Present plans to entire college community</p>                   | Create a timeline for implementing changes | Communicate changes to college community. | Implement changes       |  |





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| S-1<br>DM-2<br>DM-3        | 15- It is recommended that Clackamas review current placement testing policies and consider implementing mandatory placement testing policy.<br>(A) | <p>Review our current placement testing policies and research best practices.</p> <p>Analyze student placement test data and course taking behavior.<br/>Evaluate existing cut scores for effective placement.</p> <p>Define impact on resources of mandatory placement testing</p> <p> Question considered and decided upon by the college community</p> | ISP, Testing Dept., Reporting | Administer a policy and best practices review.<br>Analyze placement test data and course taking behavior. | <p>Continue research</p> <p>Define impact on resources of mandatory placement testing.</p> <p>Initiate a college wide conversation</p> | Continue research | Continue research |            | <p>Make recommendation regarding support (or nonsupport) for mandatory placement testing at CCC.</p> <p>Take to appropriate college committee for decision making process and implementation</p> <p>Begin implementing changes (if any) for students beginning at CCC in SU10.</p> |

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|---|---|--|---|--|--|--|---|-------------|---|
| C-2<br>S-1<br>S-2<br>S-3<br>I-1<br>SR-2<br>SR-3<br>DM-2<br>DM-3<br>E-1<br>E-2 | 16- It is recommended that Clackamas review new student orientation/advising practices and consider a model that will benefit students who begin at CCC in the Winter and Spring Terms as well as Fall term.<br>(A) | <p>Determine the effectiveness of our Fall term new student orientation/advising process.</p> <p>Learn more about successful first year programs for new students.</p> <p>Implement some more focused new student experiences for WI09 &amp; SP09</p> <p> NSE program fully implemented for winter and spring terms</p> | Advising, Outreach, Access Cluster                  | <p>Analyze data from prior new student orientation/advising sessions. Learn about first year best practices from other colleges and professional associations (AACRAO, Noel-Levitz, etc.) Develop plan for implementing changes.</p> <p><b>DONE</b></p> <p></p> | Attend training to learn about on-line orientations                            | Pilot new student experiences developed for winter term students | <p>Implement changes for Fall orientation of 09</p> <p>Pilot new student experiences developed for spring term students</p> |             | Share plan with college community.                    |
| S-1<br>S-2<br>I-2<br>I-3  | 17- It is recommended that Clackamas review prerequisite checking practices and consider the feasibility of implementing automatic prerequisite checking in Datatel.<br>(A)   | <p>Review our current prerequisite policies and research best practices.</p> <p>Analyze prerequisite data and course taking behavior.</p> <p>Analyze placement cut scores</p> <p> Question considered and decided upon by the college community.</p>  | ISP, Curriculum Office, Deans Assistants, Registrar | Administer a policy and best practices review, analyze data and make recommendation regarding the automating of prerequisite checking.   | <p>Continue research and college conversations</p> <p>Refer to departments</p> | Continue research and college conversations                      | Take Recommendation through the college decision making process   |             | Establish implementation plan for academic year 10-11 |







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| S-1                        | 18- It is recommended that Clackamas enable the Outreach Department to conduct a minimum one-day planning retreat with staff to develop recruitment and communication plans for new students. The Ideal timing for this planning is June to develop proactive plans for the next academic year.<br>(D) | Outreach department will meet for a half day session of planning<br><br> Referred to another department   | Outreach Dept., Mindy Brown, Bill Zuelke                         | Report out to SEM Taskforce.<br>Implementation of plan.   | <b>COMPLETE</b><br> |             |             |            |           |
| S-1<br>I-3<br>S-3          | 19-It is recommended that Clackamas assess the return on investment and alignment with institutional priorities regarding the High School Partnership efforts and adjust Outreach staffing accordingly.<br>(D)   | The college will assess the return on investment and alignment with institutional priorities regarding the high school partnership efforts and adjust Outreach staffing accordingly.<br><br> Referred to another department | College Leadership team, Extended Learning Division and Outreach | Extended Learning Division will take over all high connections work and free Outreach staffing to focus on outreach efforts<br><br><b>COMPLETE</b><br> |  |             |             |            |           |

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| C-1<br>C-2<br>S-1<br>S-2<br>S-3<br>SR-2<br>SR-3<br>E-1<br>E-2 | 20- It is recommended that Clackamas review current practices of how financial aid information is being provided in Outreach activities and to consider additional staff support or adjusting workloads. (A) | <p>Reconvene the team that was meeting prior to the SEM Taskforce kick-off in order to address this recommendation.</p> <p>Review events (both scheduled and impromptu) that we had a presence at in 2007-08 to assess level of demand.</p> <p>Create a calendar for 2008-09 and 2009-10 of expected events.</p> <p>Establish agreements about how we will respond to and accommodate “just in time” or ad-hoc requests for Outreach/FA information.</p> <p>Investigate innovative and successful ways that other colleges accomplish this work</p> <p> Financial Aid information sharing services plan established and operational</p> | Outreach, Financial Aid Advisors, Director of SFS, Foundation | <p>Reconvene team and assign the work of recommendation #20.</p> <p><b>DONE</b></p> <p></p> <p>Investigate how other colleges provide this information.</p> <p><b>DONE</b></p> <p></p> | Review 2007-08 and create events calendar for 2008-2009. | . Create the 2009-10 events calendar with comprehensive financial aid/outreach plan. |             | Establish a shared plan for 09-10 |           |

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|----------------------------|--|---|---|---|--------------------------------|-------------------------------------|---|-------------------------------|-----------|
| S-1<br>S-3                 | 21- It is recommended that Clackamas engage a consultant to conduct a formal review of financial aid packaging strategies. (E) | Assign the responsibility of this recommendation to the Financial Aid department.<br> Referred to another department | Director of Student Financial Services, FA Department, Foundation | Assign responsibility to FA<br><br><b>DONE</b><br> | Meet with consultant for audit | Review findings and recommendations | Determine strategies for changes and improvement based on recommendations. Report out to SEM Committee. | Enact chosen Recommendations. |           |

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T

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