

<b>IA 1</b>	<b>Understand the Clackamas student experience and make sure processes are user-friendly and user satisfaction levels are high.</b>
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<b>CCC Values and 3 Year Priorities</b>		
Community:	C1	Support the community and economic development needs of the District by providing responsive education, workforce training and employment support.
Students:	S1	Create and implement an institutional recruitment, retention and enrollment strategy.
Staff and Resources:	SR2	Implement our technology plan in ways that enhance teaching and learning, and improve the delivery of student services
Decision-Making:	DM2	Ensure campus community has opportunity to engage in college-wide planning processes and measures of institutional effectiveness efforts.
	DM3	Develop, implement and measure data driven/informed decision-making strategies.
Diversity:	D1	Promote a culture that values diversity.
	D2	Enhance our multicultural environment and engagement in the international community.
Environment:	E1	Advance practices that are environmentally, socially and economically sustainable.

Status	Targeted Tasks	Progress Indicators—How we know we are on track:	2009-10 Outcomes Indicators Influenced
	<ul style="list-style-type: none"> <li>▪ Use focus groups, simulations, and case studies to better understand the Clackamas student experience for the following targeted populations.               <ul style="list-style-type: none"> <li>▪ Pre-college to college level transitioning students</li> <li>▪ First-time CCC student veteran</li> <li>▪ Unemployed student accessing educational benefits</li> <li>▪ OUS transfer students</li> </ul> </li> <li>▪ Review and modify enrollment and registration processes to be efficient and user-friendly.</li> <li>▪ Implement a SEM Steering Committee responsible for championing SEM recommendations and developing and overseeing enrollment plan.</li> <li>▪ Strengthen advising, counseling, and outreach efforts for targeted populations.</li> <li>▪ Implement SEM pilot with student veterans.</li> <li>▪ Analyze and act upon CCSSE and SENSE student survey results.</li> <li>▪ Evaluate and continue to improve and expand NSE</li> <li>▪ Develop strong supporting processes for degree partnership programs with OIT and OSU</li> </ul>	<p>Focus Groups/Case studies compiled and analyzed winter term.</p> <p>Walmart/ACE grant and federal appropriation project evaluation measures</p> <p>LEAN process review completed, processes modified and results analyzed in registration and enrollment services.</p> <p>Transition data post-implementation of Opportunity Model in basic skills development</p> <p>SEM Steering Committee begins regular meetings Winter Term.</p> <p>Ease of access, accuracy, and satisfaction survey results regarding advising, counseling, and outreach for target populations.</p> <p>Term to term and program retention and completion rates for target populations.</p> <p>NSE feedback analyzed and shared with department chairs and NSE participants. Modifications proposed for 10-11.</p> <p>Ease of access, accuracy, and satisfaction survey results regarding degree partnership supporting processes.</p>	<p><input type="checkbox"/> Increase in FTE of 12%</p> <p><input type="checkbox"/> Increase savings of time and resources valued at \$250,000.</p> <p><input type="checkbox"/> Acquire \$1.5 million in New Resources</p> <p><input type="checkbox"/> Achieve 65% approval for capital plan from voter's poll.</p> <p><input type="checkbox"/> Climate survey ratings show a 25% improvement over current standing on ease of access to information and ability to influence college-wide decisions.</p> <p><input type="checkbox"/> Increased Employee Information, Engagement, and Participation indicators UNDER CONSTRUCTION.</p>
		<b>Data Source</b>	
		Experience Maps Staff feedback on time saved on tasks Student Feedback, CCSSE, SENSE Datatel	



<b>IA 3</b>	<b>Analyze and refine the way we schedule, deliver, and assess instruction to provide maximum access and success, and to improve student experience, college internal and external processes, and community perception.</b>
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Community:	<p>C1 Support the community and economic development needs of the District by providing responsive education, workforce training and employment support.</p> <p>C2 Collaborate with partners to assess and develop opportunities for our community that leverage the strengths of our District and address critical needs.</p>
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Instruction:	<p>S3 Enhance student access to high quality career technical opportunities, creating a seamless educational and career pathway.</p> <p>I1 Increase faculty involvement in designing learning environments that improve the instructional process and students learning outcomes.</p> <p>I2 Support and recognize faculty in fostering an innovative and stimulating academic environment.</p> <p>I3 Review the content and delivery options for existing courses to ensure they are of the highest quality and utilize the broadest range of appropriate delivery modalities.</p>
Staff and Resources:	<p>SR1 Support the professional development, career growth and healthy lives of CCCC employees.</p> <p>SR2 Implement our technology plan in ways that enhance teaching and learning, and improve the delivery of student services</p>
Diversity:	D1 Promote a culture that values diversity.
Environment:	E1 Advance practices that are environmentally, socially and economically sustainable.

Status	Targeted Tasks	Progress Indicators—How we know we are on track:	2009-10 Outcomes Indicators Influenced
	<ul style="list-style-type: none"> <li>Implement Assessment Task Force recommendations for continuous improvement cycle.</li> <li>Showcase, analyze and share best practices for alternate methods and improved teaching and learning.</li> <li>Strengthen tools for students and staff and increase visibility of pathways and educational partnerships with OUS.</li> <li>Review scheduling policies/practices, implement tools and procedures to be more efficient and effective.</li> <li>Continue to look at time-of-day and day of week scheduling to find ways to maximize student access.</li> <li>Develop a process for utilizing classrooms most efficiently.</li> <li>Improve student retention within programs and course sequences, and across transition points..</li> </ul>	<p>General Education Assessment Tasks completed and timelines adhered to.</p> <p>Inter- and intra-departmental discussions to highlight and broaden usage of best practices for teaching and learning under economic stress.</p> <p>Explore potential development of Center for Teaching and Learning.</p> <p>Explore potential development of Learning Center.</p> <p>Review best practices in scheduling research by the end of January. Identify effective technology support for room scheduling and scheduling processes. Revisions in scheduling practices piloted during Spring term.</p> <p>Analyze results of ACC study, identify effective practices and implement improvements for Fall 2010.</p> <p>Pathways grant deliverables accomplished and timelines met.</p> <p>Develop easy to use reports for department chairs regarding access, retention, and fiscal effectiveness and student success indicators within courses and programs. Final vetted and tested product ready for fall term planning.</p>	<p><input type="checkbox"/> Increase in FTE of 12%</p> <p><input type="checkbox"/> Increase savings of time and resources valued at \$250,000.</p> <p><input type="checkbox"/> Acquire \$1.5 million in New Resources</p> <p><input type="checkbox"/> Achieve 65% approval for capital plan from voter's poll.</p> <p><input type="checkbox"/> Climate survey ratings show a 25% improvement over current standing on ease of access to information and ability to influence college-wide decisions.</p> <p><input type="checkbox"/> Increased Employee Information, Engagement, and Participation indicators UNDER CONSTRUCTION</p>
		<b>Data Source</b>	



<b>IA 4</b>	<b>Improve the way we understand and utilize Datatel systems to enable CCC staff to access information that connects student and instructional data with human resource, budget and expenditure data.</b>
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Community:	C1 Support the community and economic development needs of the District by providing responsive education, workforce training and employment support.
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Instruction:	I1 Increase faculty involvement in designing learning environments that improve the instructional process and students learning outcomes.
Staff and Resources:	SR2 Implement our technology plan in ways that enhance teaching and learning, and improve the delivery of student services.
Decision-Making:	DM1 Enhance systems of inclusive governance and reporting. DM3 Develop, implement and measure data driven/informed decision-making strategies.
Diversity:	D2 Enhance our multicultural environment and engagement. in the international community.
Environment:	E1 Advance practices that are environmentally, socially and economically sustainable.

Status	Targeted Tasks	Progress Indicators—How we know we are on track:	2009-10 Outcomes Indicators Influenced
	<ul style="list-style-type: none"> <li>▪ Implement LEAN practices and better utilize human capital through fully integrated Datatel systems.</li> <li>▪ Expand self-service options for students and staff via myClackamas</li> <li>▪ Fully implement Novus HR to include an interface with Datatel HR module</li> <li>▪ Begin reimplementing of the Datatel Human Resources/Payroll module</li> <li>▪ Continue to improve the Datatel Assignment Contract Module.</li> <li>▪ Research options for implementing electronic routing and approvals.</li> <li>▪ Research analytical reporting systems to support effective budgeting and strategic planning.</li> </ul>	<p>Novus HR and Datatel HR module interface project tasks are completed and timelines met.</p> <p>Human Resources/Payroll project tasks completed and timelines met.</p> <p>Modifications made to AC based on fall and winter term experiences and feedback.</p> <p>Analyze research results and implement electronic routings and approval processes.</p> <p>Analytic reporting systems for effective budgeting and strategic planning identified for implementation for Fall.</p>	<ul style="list-style-type: none"> <li>☐ Increase in FTE of 12%</li> <li>☐ Increase savings of time and resources valued at \$250,000.</li> <li>☐ Acquire \$1.5 million in New Resources</li> <li>☐ Achieve 65% approval for capital plan from voter's poll.</li> <li>☐ Climate survey ratings show a 25% improvement over current standing on ease of access to information and ability to influence college-wide decisions.</li> <li>☐ Increased Employee Information, Engagement, and Participation indicators UNDER CONSTRUCTION</li> </ul>
		<b>Data Source</b>	
		IR Enrollment Reports Experience Maps Student Feedback YTD Expenditures & Forecasts Reports Staff feedback on time saved on tasks	

<b>IA 5</b>	<b>Align and implement coordinated strategic planning and budgeting processes through clarifying decision-making processes and strengthening communication networks.</b>		
<b>CCC Values and 3 Year Priorities **</b> Community: C1 Support the community and economic development needs of the District by providing responsive education, workforce training and employment support. Students: S1 Create and implement an institutional recruitment, retention and enrollment strategy. Instruction: I2 Support and recognize faculty in fostering an innovative and stimulating academic environment. Staff and Resources: SR2 Implement our technology plan in ways that enhance teaching and learning, and improve the delivery of student services Decision-Making: DM1 Enhance systems of inclusive governance and reporting. DM2 Ensure campus community has opportunity to engage in college-wide planning processes and measures of institutional effectiveness. DM3 Develop, implement and measure data driven/informed decision-making strategies. Environment: E1 Advance practices that are environmentally, socially and economically sustainable.			
<b>Status</b>	<b>Targeted Tasks</b>	<b>Progress Indicators—How we know we are on track:</b>	<b>2009-10 Outcomes Indicators Influenced</b>
	<ul style="list-style-type: none"> <li>▪ Define and establish a Knowledge Network Model with an institutional research component.</li> <li>▪ Develop and disseminate clear information that explains and strengthens communication and decision-making processes.</li> <li>▪ Develop and institute regular feedback on effective governance and communication that includes the climate survey.</li> <li>▪ Align strategic planning and budgeting processes.</li> <li>▪ Ensure broad-based participation on college committees and regular communication and report-outs between committee representative and department and division colleagues.</li> </ul>	SEM Steering committee refines, vets, and creates plan for implementation of Knowledge Network Model for Fall.  Expand, revise, or affirm existing documentation of decision-making processes and communicate these to all staff.  Survey(s) and other mechanisms for measuring effective governance and communication developed and piloted for Spring.  Establish and follow a strategic planning and budget development timeline.  Develop mechanisms for encouraging and measuring broad-based participation in committees and regular communication from committee representatives.	<input type="checkbox"/> <b>Increase in FTE of 12%</b>  <input type="checkbox"/> <b>Increase savings of time and resources valued at \$250,000.</b>  <input type="checkbox"/> <b>Acquire \$1.5 million in New Resources</b>  <input type="checkbox"/> <b>Achieve 65% approval for capital plan from voter's poll.</b>  <input type="checkbox"/> <b>Climate survey ratings show a 25% improvement over current standing on ease of access to information and ability to influence college-wide decisions.</b>  <input type="checkbox"/> <b>Increased Employee Information, Engagement, and Participation indicators UNDER CONSTRUCTION</b>
		<b>Data Source</b>	
		SEM Steering committee minutes Staff feedback Institutional Planning and Accreditation documentation.	

IA 6	Continue our work on creating a long-term capital plan that incorporates redevelopment and new development to support sustainability, economic stability, and future educational needs.		
<b>CCC Values and 3 Year Priorities</b> Community: C3 Complete a comprehensive facilities plan for the college to meet community needs. Students: S1 Create and implement an institutional recruitment, retention and enrollment strategy. Instruction: I2 Support and recognize faculty in fostering an innovative and stimulating academic environment. I3 Review the content and delivery options for existing courses to ensure they are of the highest quality and utilize the broadest range of appropriate delivery modalities. Staff and Resources: SR2 Implement our technology plan in ways that enhance teaching and learning, and improve the delivery of student services SR3 Expand our efforts to seek grants and funding to support student access and learning needs. Decision-Making: DM1 Enhance systems of inclusive governance and reporting. DM2 Ensure campus community has opportunity to engage in college-wide planning processes and measure of institutional effectiveness efforts. DM3 Develop, implement and measure data driven/informed decision-making strategies. Diversity: D1 Promote a culture that values diversity. Environment: E1 Advance practices that are environmentally, socially and economically sustainable. E2 Coordinate college sustainability efforts with our larger community.			
Status	Targeted Tasks	Progress Indicators—How we know we are on track:	2009-10 Outcomes Indicators Influenced
	<ul style="list-style-type: none"> <li>▪ Perform a campus-wide assessment of existing facilities in order to create a phased plan for achieving significant reductions in college resource use.</li> <li>▪ Identify and quantify deferred maintenance.</li> <li>▪ Develop and quantify a multi-year plan identifying college-wide infrastructure in support of educational needs.</li> <li>▪ Create and implement a survey gauging public support of college and its specific capital needs.</li> </ul>	<p>Energy audit completed.</p> <p>Deferred maintenance tasks identified for state dollars and potential bond funding.</p> <p>Department input on infrastructure and capital needs to support future educational needs collected and summarized by the end of Fall.</p> <p>Community support assessment completed by Fall</p> <hr/> <p><b>Data Source</b></p> <p>Energy audit            Deferred maintenance requests and stimulus project reports            Capital Plan            Community feedback</p>	<p><input type="checkbox"/> Increase in FTE of 12%</p> <p><input type="checkbox"/> Increase savings of time and resources valued at \$250,000.</p> <p><input type="checkbox"/> Acquire \$1.5 million in New Resources</p> <p><input type="checkbox"/> Achieve 65% approval for capital plan from voter's poll.</p> <p><input type="checkbox"/> Climate survey ratings show a 25% improvement over current standing on ease of access to information and ability to influence college-wide decisions.</p> <p><input type="checkbox"/> Increased Employee Information, Engagement, and Participation indicators UNDER CONSTRUCTION</p>

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Environment:	E1	Advance practices that are environmentally, socially and economically sustainable.

**College-Wide Targeted Tasks**

- Use focus groups, simulations, and case studies to better understand the Clackamas student experience for the following targeted populations.
  - Pre-college to college level transitioning students
  - First-time CCC student veteran
  - Unemployed student accessing educational benefits
  - OUS transfer students
- Review and modify enrollment and registration processes to be efficient and user-friendly.
- Implement a SEM Steering Committee responsible for championing SEM recommendations and developing and overseeing enrollment plan.
- Strengthen advising, counseling, and outreach efforts for targeted populations.
- Implement SEM pilot with student veterans.
- Analyze and act upon CCSSE and SENSE student survey results.
- Evaluate and continue to improve and expand NSE
- Develop strong supporting processes for degree partnership programs with OIT and OSU

Status	Division/Department/Program Tasks in support of Targeted Tasks	Progress Indicators—How we know we are on track:	2009-10 Division/Department/Program Outcome Measures -On July 30, 2010 we will have achieved:
		<b>Data Source</b>	<b>Contact:</b>



<b>IA 2</b>	<b>Redevelop the CCC web site to be up-to-date, interesting, inviting, and easy to use for external constituents AND to provide internal constituents with stronger communication and easy access to information.</b>
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Environment:	E1 Advance practices that are environmentally, socially and economically sustainable.
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- College-Wide Targeted Tasks**
- Hire a consulting firm to redevelop the college web presence.
    - Identify our audience.
    - Web page best practices.
    - Determine standardized model for department web pages.
  - Take an integrated approach to the college online environment.
  - Hire an external agency to implement consultant recommendations.
  - Assure that we have the infrastructure to maintain consultant recommendations.
  - Create an institutional standardized model for departments and divisions.

Status	Division/Department/Program Tasks in support of Targeted Tasks	Progress Indicators—How we know we are on track:	2009-10 Division/Department/Program Outcome Measures -On July 30, 2010 we will have achieved:
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<b>IA 3</b>	<b>Analyze and refine the way we schedule, deliver, and assess instruction to provide maximum access and success, and to improve student experience, college internal and external processes, and community perception.</b>
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- College-Wide Targeted Tasks**
- Implement Assessment Task Force recommendations for continuous improvement cycle.
  - Showcase, analyze and share best practices for alternate methods and improved teaching and learning.
    - Strengthen tools for students and staff and increase visibility of pathways and educational partnerships with OUS.
  - Review scheduling policies/practices, implement tools and procedures to be more efficient and effective.
  - Continue to look at time-of-day and day of week scheduling to find ways to maximize student access.
  - Develop a process for utilizing classrooms more efficiently.
  - Improve student retention within programs and course sequences, and across transition points..

<b>Status</b>	<b>Division/Department/Program Tasks in support of Targeted Tasks</b>	<b>Progress Indicators—How we know we are on track:</b>	<b>2009-10 Division/Department/Program Outcome Measures -On July 30, 2010 we will have achieved:</b>
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- College-Wide Targeted Tasks**
- Implement LEAN practices and better utilize human capital through fully integrated Datatel systems.
  - Expand self-service options for students and staff via myClackamas
  - Fully implement Novus HR to include an interface with Datatel HR module
  - Begin reimplementation of the Datatel Human Resources/Payroll module
  - Continue to improve the Datatel Assignment Contract Module.
  - Research options for implementing electronic routing and approvals.
  - Research analytical reporting systems to support effective budgeting and strategic planning.

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Environment:	E1	Advance practices that are environmentally, socially and economically sustainable.

**College-Wide Targeted Tasks**

- Define and establish a Knowledge Network Model with an institutional research component.
- Develop and disseminate clear information that explains and strengthens communication and decision-making processes.
- Develop and institute regular feedback on effective governance and communication that includes the climate survey.
- Align strategic planning and budgeting processes.
- Ensure broad-based participation on college committees and regular communication and report-outs between committee representative and department and division colleagues.

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- College-Wide Targeted Tasks**
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  - Identify and quantify deferred maintenance.
  - Develop and quantify a multi-year plan identifying college-wide infrastructure in support of educational needs.
  - Create and implement a survey gauging public support of college and its specific capital needs.

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