IA 1	Understand the Clackamas satisfaction levels are high	s student experience and make sure process n.	es are user-friendly and user
CCC Values a Community: Students: Staff and Resc Decision-Makin Diversity: Environment:	and employment suppor S1 Create and implement a burces: SR2 Implement our technolog ng: DM2 Ensure campus commun effectiveness efforts. DM3 Develop, implement and D1 Promote a culture that va D2 Enhance our multicultura	n institutional recruitment, retention and enrollment strategy. by plan in ways that enhance teaching and learning, and improv- nity has opportunity to engage in college-wide planning process measure data driven/informed decision-making strategies.	e the delivery of student services es and measures of institutional
Status	Targeted Tasks	Progress Indicators—How we know we are on track:	2009-10 Outcomes Indicators Influenced
	 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 	 Focus Groups/Case studies compiled and analyzed winter term. Walmart/ACE grant and federal appropriation project evaluation measures LEAN process review completed, processes modified and results analyzed in registration and enrollment services. Transition data post-implementation of Opportunity Model in basic skills development SEM Steering Committee begins regular meetings Winter Term. Ease of access, accuracy, and satisfaction survey results regarding advising, counseling, and outreach for target populations. Term to term and program retention and completion rates for target populations. NSE feedback analyzed and shared with department chairs and NSE participants. Modifications proposed for 10-11. Ease of access, accuracy, and satisfaction survey results regarding degree partnership supporting processes. Data Source Experience Maps Staff feedback on time saved on tasks Student Feedback, CCSSE, SENSE Datatel 	 Increase in FTE of 12% Increase savings of time and resources valued at \$250,000. Acquire \$1.5 million in New Resources Achieve 65% approval for capital plan from voter's poll. Climate survey ratings show a 25% improvement over current standing on ease of access to information and ability to influence college-wide decisions. Increased Employee Information, Engagement, and Participation indicators UNDER CONSTRUCTION.

IA 2	constituents AND to provide i information.	o be up-to-date, interesting, inviting, nternal constituents with stronger co	
CCC Values and Community Students: Staff and Resour Decision-Making Diversity: Environment:	and employment support. S1 Create and implement an ins ces: SR2 Implement our technology pla DM1 Enhance systems of inclusive DM2 Ensure campus community h effectiveness. D2 Enhance our multicultural env E1 Advance practices that are en	economic development needs of the District by provio titutional recruitment, retention and enrollment strate an in ways that enhance teaching and learning, and i e governance and reporting. as opportunity to engage in college-wide planning provionment and engagement in the international community nvironmentally, socially and economically sustainable ility efforts with our larger community.	agy. Improve the delivery of student services rocesses and measures of institutional nunity.
Status	Targeted Tasks	Progress Indicators—How we know we are on track:	2009-10 Outcomes Indicators Influenced
	 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. 	Model for web pages developed XXX percentage of departments/programs updated by June 30, 2010. Student, staff, community and business focus group satisfaction surveys	 Increase in FTE of 12% Increase savings of time and resources valued at \$250,000. Acquire \$1.5 million in New Resources Achieve 65% approval for capital plan from voter's poll. Climate survey ratings show a 25% improvement over current standing on ease of access to information and ability to influence college-wide decisions. Increased Employee Information, Engagement, and Participation indicators UNDER CONSTRUCTION
		Data Source Report from Consultant Infrastructure inventory and budget reports Student, staff, community feedback	

	perception.		
CCC Values Community:	and 3 Year Priorities C1 Support the community an	ed economic development people of the District by providing responsive a	duantian workforms
Community.	training and employment s	nd economic development needs of the District by providing responsive e	
		to assess and develop opportunities for our community that leverage the	strengths of our
	District and address critica		
Students:		institutional recruitment, retention and enrollment strategy.	
otadonto.		amless two-year educational pathway that is high quality, accessible, an	d transferable to the
	Oregon University System		
		o high quality career technical opportunities, creating a seamless educati	ional and career pathway.
Instruction:	I1 Increase faculty involveme	ent in designing learning environments that improve the instructional proc	ess and students learning
	outcomes.		
		culty in fostering an innovative and stimulating academic environment.	
		elivery options for existing courses to ensure they are of the highest quali	ty and utilize the
0. "	broadest range of appropr		
Staff and Res		levelopment, career growth and healthy lives of CCCC employees. plan in ways that enhance teaching and learning, and improve the delive	any of student convises
Diversity:	SR2 Implement our technology D1 Promote a culture that value		by or student services
Environment		e environmentally, socially and economically sustainable.	
Status	Targeted Tasks	Progress Indicators—How we know we are on track:	2009-10 Outcomes Indicators Influenced
	 Implement Assessment Task Force 	General Education Assessment Tasks completed and timelines	
	recommendations for continuous	adhered to.	□ Increase in FTE of 12%
	improvement cycle.	later and intro depentence to lice water to bight and brander	
	 Showcase, analyze and share best 	Inter- and intra-departmental discussions to highlight and broaden usage of best practices for teaching and learning under economic	Increase savings of time and
	practices for alternate methods and	stress.	resources valued at \$250,000.
	improved teaching and learning.		
	 Strengthen tools for students and staff 	Explore potential development of Center for Teaching and Learning.	□ Acquire \$1.5 million in New
	and increase visibility of pathways and educational partnerships with OUS.	Explore potential development of Learning Center.	Resources
	 Review scheduling policies/practices, 		□ Achieve 65% approval for
	implement tools and procedures to be	Review best practices in scheduling research by the end of January.	capital plan from voter's poll.
	more efficient and effective.	Identify effective technology support for room scheduling and	
	 Continue to look at time-of-day and day 	scheduling processes. Revisions in scheduling practices piloted	□ Climate survey ratings show a
		during Spring term.	25% improvement over current
	of week scheduling to find ways to		2070 Improvement over ourrent
	of week scheduling to find ways to maximize student access.		standing on ease of access to
	of week scheduling to find ways to maximize student access.Develop a process for utilizing	Analyze results of ACC study, identify effective practices and	standing on ease of access to information and ability to
	 of week scheduling to find ways to maximize student access. Develop a process for utilizing classrooms most efficiently. 		standing on ease of access to
	 of week scheduling to find ways to maximize student access. Develop a process for utilizing classrooms most efficiently. Improve student retention within 	Analyze results of ACC study, identify effective practices and implement improvements for Fall 2010.	standing on ease of access to information and ability to influence college-wide decisions.
	 of week scheduling to find ways to maximize student access. Develop a process for utilizing classrooms most efficiently. Improve student retention within programs and course sequences, and 	Analyze results of ACC study, identify effective practices and implement improvements for Fall 2010. Pathways grant deliverables accomplished and timelines met.	standing on ease of access to information and ability to influence college-wide decisions. □ Increased Employee
	 of week scheduling to find ways to maximize student access. Develop a process for utilizing classrooms most efficiently. Improve student retention within 	 Analyze results of ACC study, identify effective practices and implement improvements for Fall 2010. Pathways grant deliverables accomplished and timelines met. Develop easy to use reports for department chairs regarding access, 	standing on ease of access to information and ability to influence college-wide decisions. □ Increased Employee Information, Engagement, and
	 of week scheduling to find ways to maximize student access. Develop a process for utilizing classrooms most efficiently. Improve student retention within programs and course sequences, and 	 Analyze results of ACC study, identify effective practices and implement improvements for Fall 2010. Pathways grant deliverables accomplished and timelines met. Develop easy to use reports for department chairs regarding access, retention, and fiscal effectiveness and student success indicators 	standing on ease of access to information and ability to influence college-wide decisions. Increased Employee Information, Engagement, and Participation indicators UNDER
	 of week scheduling to find ways to maximize student access. Develop a process for utilizing classrooms most efficiently. Improve student retention within programs and course sequences, and 	 Analyze results of ACC study, identify effective practices and implement improvements for Fall 2010. Pathways grant deliverables accomplished and timelines met. 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 	standing on ease of access to information and ability to influence college-wide decisions. □ Increased Employee Information, Engagement, and
	 of week scheduling to find ways to maximize student access. Develop a process for utilizing classrooms most efficiently. Improve student retention within programs and course sequences, and 	 Analyze results of ACC study, identify effective practices and implement improvements for Fall 2010. Pathways grant deliverables accomplished and timelines met. Develop easy to use reports for department chairs regarding access, retention, and fiscal effectiveness and student success indicators 	standing on ease of access to information and ability to influence college-wide decisions. □ Increased Employee Information, Engagement, and Participation indicators UNDER

IA 4		and and utilize Datatel systems to ena structional data with human resource	
CCC Values and 3 Community: Students: Instruction: Staff and Resource Decision-Making: Diversity: Environment:	C1 Support the community and training and employment sup S1 Create and implement an ins I1 Increase faculty involvement outcomes. Ees: SR2 Implement our technology pl DM1 Enhance systems of inclusiv DM3 Develop, implement and mea D2 Enhance our multicultural en E1 Advance practices that are e	stitutional recruitment, retention and enrollment strate it in designing learning environments that improve the plan in ways that enhance teaching and learning, and i ve governance and reporting. easure data driven/informed decision-making strategie nvironment and engagement. in the international comr environmentally, socially and economically sustainable	egy. instructional process and students learning improve the delivery of student services. es. munity. e.
Status	Targeted Tasks	Progress Indicators—How we know we are on track:	2009-10 Outcomes Indicators Influenced
	 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. 	 Novus HR and Datatel HR module interface project tasks are completed and timelines met. Human Resources/Payroll project tasks completed and timelines met. Modifications made to AC based on fall and winter term experiences and feedback. Analyze research results and implement electronic routings and approval processes. Analytic reporting systems for effective budgeting and strategic planning identified for implementation for Fall. Data Source IR Enrollment Reports Experience Maps Student Feedback YTD Expenditures & Forecasts Reports Staff feedback on time saved on tasks 	 Increase in FTE of 12% Increase savings of time and resources valued at \$250,000. Acquire \$1.5 million in New Resources Achieve 65% approval for capital plan from voter's poll. Climate survey ratings show a 25% improvement over current standing on ease of access to information and ability to influence college-wide decisions. Increased Employee Information, Engagement, and Participation indicators UNDER CONSTRUCTION

IA 5		ated strategic planning and budgetin nd strengthening communication ne	
CCC Values and Community: Students: Instruction: Staff and Resourc Decision-Making: Environment:	training and employment sup S1 Create and implement an ins I2 Support and recognize facult DM1 Enhance systems of inclusive DM2 Ensure campus community h effectiveness. DM3 Develop, implement and mea	titutional recruitment, retention and enrollment strate y in fostering an innovative and stimulating academic an in ways that enhance teaching and learning, and	egy. c environment. improve the delivery of student services rocesses and measures of institutional es.
Status	Targeted Tasks	Progress Indicators—How we know we are on track:	2009-10 Outcomes Indicators Influenced
	 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. 	 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. Data Source SEM Steering committee minutes Staff feedback Institutional Planning and Accreditation documentation. 	 Increase in FTE of 12% Increase savings of time and resources valued at \$250,000. Acquire \$1.5 million in New Resources Achieve 65% approval for capital plan from voter's poll. Climate survey ratings show a 25% improvement over current standing on ease of access to information and ability to influence college-wide decisions. Increased Employee Information, Engagement, and Participation indicators UNDER CONSTRUCTION

IA 6		g a long-term capital plan that incorp ainability, economic stability, and fut	
CCC Values and 3 Community Students: Instruction: Staff and Resource Decision-Making: Diversity: Environment:	C3 Complete a comprehensive f S1 Create and implement an ins I2 Support and recognize facult I3 Review the content and deliv broadest range of appropriat Implement our technology pla SR3 Expand our efforts to seek gr DM1 Enhance systems of inclusive DM2 Ensure campus community freffectiveness efforts. DM3 Develop, implement and mea D1 Promote a culture that values E1 Advance practices that are e	an in ways that enhance teaching and learning, and rants and funding to support student access and lear e governance and reporting. has opportunity to engage in college-wide planning p asure data driven/informed decision-making strategie	egy. c environment. if the_highest quality and utilize the improve the delivery of student services ming needs. rocesses and measure of institutional es.
Status	Targeted Tasks	Progress Indicators—How we know we	2009-10 Outcomes Indicators Influenced
	 Perform a campus-wide assessment of existing facilities in order to create a phased plan for achieving significant reductions in college resource use. 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. 	are on track: Energy audit completed. Deferred maintenance tasks identified for state dollars and potential bond funding. Department input on infrastructure and capital needs to support future educational needs collected and summarized by the end of Fall. Community support assessment completed by Fall Data Source Energy audit Deferred maintenance requests and stimulus project reports Capital Plan Community feedback	 Increase in FTE of 12% Increase savings of time and resources valued at \$250,000. Acquire \$1.5 million in New Resources Achieve 65% approval for capital plan from voter's poll. Climate survey ratings show a 25% improvement over current standing on ease of access to information and ability to influence college-wide decisions. Increased Employee Information, Engagement, and Participation indicators UNDER CONSTRUCTION

CCC Values and 3		and the Clackamas st ion levels are high.	udent experience and make sure pro	cesses are user-friendly and user
Community:		es Support the community and e	economic development needs of the District by provi	ding responsive education, workforce training
Students: Staff and Resources Decision-Making:	DM2	Implement our technology pla Ensure campus community h effectiveness efforts.	titutional recruitment, retention and enrollment strate an in ways that enhance teaching and learning, and has opportunity to engage in college-wide planning p asure data driven/informed decision-making strategie	mprove the delivery of student services rocesses and measures of institutional
Diversity: Environment:	D1 D2 E1	Promote a culture that values Enhance our multicultural en		nunity.
 Pre-college First-time C Unemploye OUS transfe Review and mod Implement a SE Strengthen advis Implement SEM Analyze and act 	to college le CC student d student ac er students dify enrollme M Steering (sing, counse pilot with st t upon CCSS	evel transitioning students veteran cessing educational benefits ent and registration processes Committee responsible for cha ling, and outreach efforts for ta udent veterans. SE and SENSE student survey		
		prove and expand NSE rocesses for degree partnersh	ip programs with OIT and OSU	
Status	Division/D	epartment/Program upport of Targeted	Progress Indicators—How we know we are on track:	2009-10 Division/Department/Program Outcome Measures -On July 30, 2010 we will have achieved:

IA 2

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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

	normat	
CCC Values and 3 Ye	ar Prioriti	ies
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:	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.
Diversity:	D2	Enhance our multicultural environment and engagement in the international community.
Environment:	E1	Advance practices that are environmentally, socially and economically sustainable.
	F2	Coordinate college sustainability efforts with our larger community.

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:
		Data Source	Contact:
			7

IA 3	Analyze	and refine the way we	e schedule, deliver, and assess instru	uction to provide maximum access and
	success	, and to improve stud	ent experience, college internal and	external processes, and community
	percepti	on.		
CCC Values and 3	Year Prioriti	es		
Community:	C1	Support the community and e	economic development needs of the District by provide	ding responsive education, workforce
		training and employment sup		
	C2	•	assess and develop opportunities for our community	that leverage the strengths of our
Students:	S1	District and address critical n	eeds. titutional recruitment, retention and enrollment strate	av.
Sludenis.	S1 S2		illusional recontinent, recention and enforment strate	
	02	Oregon University System.		
	S3	Enhance student access to h	igh quality career technical opportunities, creating a	seamless educational and career pathway.
Instruction:	I 1		in designing learning environments that improve the	
		outcomes.		
	12		y in fostering an innovative and stimulating academic	
	13	broadest range of appropriate	ery options for existing courses to ensure they are of a delivery modalities	the_nignest quality and utilize the
Staff and Resource	s: SR1		elopment, career growth and healthy lives of CCCC	employees.
		Implement our technology pla	an in ways that enhance teaching and learning, and i	mprove the delivery of student services
Diversity:	D1	Promote a culture that values	s diversity.	
Environment	E1	Advance practices that are e	nvironmentally, socially and economically sustainable	Э.
College-Wide Targ	eted Tasks			
 Implement Ass 	essment Tas		continuous improvement cycle.	
			methods and improved teaching and learning.	
			sibility of pathways and educational partnerships wit	h OUS.
			procedures to be more efficient and effective. g to find ways to maximize student access.	
		ng classrooms more efficiently		
			uences, and across transition points	
Status		epartment/Program	Progress Indicators—How we know we	2009-10 Division/Department/Program
		upport of Targeted	are on track:	Outcome Measures -On July 30, 2010 we will
	Tasks			have achieved:
				have define to d.
			Data Source	Contact:
			Data Source	

			nd and utilize Datatel systems to ena structional data with human resource	able CCC staff to access information e, budget and expenditure data.
CCC Values and 3	3 Year Prioriti	es		
Community:	C1		economic development needs of the District by prov	iding responsive education, workforce
	.	training and employment sup		
Students: Instruction:	S1 1		stitutional recruitment, retention and enrollment strate in designing learning environments that improve the	
		outcomes.		e instructional process and students learning
Staff and Resource	es: SR2		an in ways that enhance teaching and learning, and	improve the delivery of student services.
Decision-Making:	DM1	Enhance systems of inclusive	e governance and reporting.	
			asure data driven/informed decision-making strategi	
Diversity:	D2		vironment and engagement. in the international com	
Environment:	E1	Advance practices that are e	environmentally, socially and economically sustainab	le.
 Begin reimple Continue to im Research optic 	mentation of the prove the Date ons for implementation of the provesting of the provided set of the provid	epartment/Program	Payroll module dule.	2009-10 Division/Department/Program
	Teelve in e			
	Tasks in s Tasks	upport of Targeted	are on track:	Outcome Measures -On July 30, 2010 we will have achieved:

IA 5	Align and implement coordinated strategic planning and budgeting processes through clarifying decision-making processes and strengthening communication networks.					
CCC Values and 3 Year Priorities 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.						
 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. 						
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:			
			Ocritecte			
		Data Source	Contact:			

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.					
Complete to Support Sustainability, economic Stability, and ruture educational needs. CCC Values and 3 Year Priorities Compunity 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. 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. DW3 Develop, implement and measure data driven/informed decision-making strategies. Diversity: D1 Promote a cultyre that values diversity. Environment: E1 Advance practices that are environmentally, socially and economically sustainable. E2 Coordinate college sustainability effots with our larger community						
College-Wide Targeted Tasks • Perform a campus-wide assessment of existing facilities in order to create a phased plan for achieving significant reductions in college resource use. • 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. Status Division/Department/Program Tasks in support of Targeted Progress Indicators—How we know we are on track: 2009-10 Division/Department/Program Outcome Measures -On July 30, 2010 we will						
	Tasks		Data Source	have achieved:		