Strategic Priority Feedback Summary   Speed Learning Fall Inservice

There were 197 Feedback Sheets returned. Some respondents voted for fewer than five top priorities. 82 of the 197 feedback sheets had at least one written comment. Some made comments on proposed priorities that they did not rank in their top five. These are noted with (no vote) after the comment.

Proposed Priority	% of voters (out of 197)	RANKING
1. Refine and define our use of data systems	**43.1%**	**#5**

Comments:
- Double the size of our IT budget. We cannot move forward without it!
- Critical to move from "I think" to "I know" So many non integrated data sources. Impossible to track.
- Data quality, communications and use, confidence. Learn to tell each other stories, not just stats but stories with stats.
- Need accurate, reliable data to build planning strategy and vision.
- We need to better explain how we are getting to our student learning outcomes and new data systems will help us measure those outcomes.
- Availability/access to good data – good decision making.
- Need to know how many student have signed up for courses.
- We need to be better trained in DROA or have a couple of people well trained and they pull the reports for us It's too big of a program to have that many people involved.
- We need to know how we're doing and be able to observe if changes in practice change our bottom line.
- My sense is that focusing on #4 will require responding to #1.
- With the Achievement Compact outside entities we need more and more data. We need to make sure what goes in our systems and what we can pull out is what we actually need. We need key people to go to that know about the systems.
- There is so much expanded advance in technology we need to be part of it.
- We need to continually learn what Datatel Elucian can do to help us in our jobs to become more efficient.
- Better data entry standards – better idea of what students are actually seeking or doing @ CCC – seeking a degree or not seeking a degree.
- Faster system, formal admission.
- Better data to analyze student success.
- Force feed to faculty
- I think this should be integrated in all we do – not an independent focus. (no vote)
- We need this to keep our 'body of knowledge' updated
- This helps us measure how we're doing, know who we're helping more.
- Worth its weight in gold
- We are required to report – need the tools
- Systems must communicate, statewide systems for compacts/Title II
- Better able to answer the "why" of enrollment fluxes, etc.

Proposed Priority	% of voters (out of 197)	RANKING
2. Capital Planning/preparation for Bond Campaign	41.6%	#6

Comments:
- Huge constraint to moving forward.
- Critical. Let's not celebrate 50 yrs anniversary w/ the original plumbing, lights, grid, etc.!
- WE have so many outdated facilities….we need places for students to hang out!
- This is a must for our students.
- College-wide participation in preparation for Bond campaigns.
- This could encompass some of #12.
- Related to #7.
- We need to go full force on getting this bond for our financial health.
- Plan well for something that can expand our reputation and a viable part of our community.
- I don't see these things as necessarily the same thing. This community is not politically or economically inclined to pass a bond. O.C. just closed 2 elementary schools this spring. (no vote)
- This is a critical piece to our college's success!
- Facilities – writing center, career center, expand the community center to expand space for student skill-focused services and student life. SMART classrooms, updated technology.
- This is an on-going struggle that we must relentlessly pursue to keep on the track of the 2025 goals.
- This impacts so many things, adds to community opinion, future of college physically, financial needs, etc.
- "Build it and they will come" – (work on other priorities first) Cart B4 the horse. (no vote)
- Outreach for bond will help us in many ways besides passing the bond. Will create community rapport
- Stop building buildings we cannot support – take care of what we have. (no vote)
- Be specific and transparent. Don't move $$ after the fact. Need this to continue and maintain quality.
- This is critical. We need to get our community invested in us (that they feel a sense of ownership as well)

Proposed Priority	% of voters (out of 197)	RANKING
3. Persistence/Retention	60.9%	#2

Comments:

- We can no longer let students linger here, taking out loans with no hope of paying them back. They need to complete so they can get jobs and pay back their loans.
- College staying culture means it is recognized by those who attend? Focus on the individual's creative nature NOT our dusty academic model?
- Improve support for students in filling their gaps in technology familiarity
- YES!
- This will show us the results of the work we all do.
- We need to find a way to get our FT students to the next term and next year. Students need a staff member to connect to.
- Better prepare students for academic world at H.S. level.
- Support with adequate # of faculty in programs.
- #9 could be folded into this.
- We spend lots of energy getting people in the door. Need to expend some energy on persistence and retention with acknowledgement of student challenges.
- Seems required for 40/40/20
- Too many of our students are being left behind, either for academic reasons or financial.
- Need a well-organized academic advising – special process
- We need to make better connections with the students we have so that they recommend us to others. Faculty are key to this.
- For this, data is also important. We need a starting point and improve from there. We need to talk to students and get their input on what they need to succeed here at CCC. Not so much what we need but its about them.
- Provide cohort models during first year to improve retention. Mentor new students.
- Make sure our students have viable education planning to help them succeed. Every new student should attend a mandatory orientation.
- Good indicator of the college's success.
- Have enough advisors to actively follow up w/students like a coach does with athletes
- Professional development for faculty on how to help students stay motivated thru meaningful memorable and useful learning
- We spend so much energy getting them – how can we keep them
- Faculty development for learner-centered, writing-based curriculum. Resist open source curriculum and automated analytical assessment; these 'tools' will NOT increase engagement or retention. This is NOT a building tool for community and (?) education.
- These (#3 and #4) seem like the two goals that are most evident and tangible in terms of showing that CCC is working. Being able to prove that we are keeping students and helping them move on successfully will promote further investment and enrollment in the future.
- If we work hard to get them here, we need to work hard to keep them….and help to succeed! Measured by this….
- Proof is in the pudding
- Once we get students we need to keep them. Statistics show this is cheaper and it is the right thing to do.
- This is connected to #6 and #11. They have to all work together to succeed.
- Coaching academic; better earlier alert system for struggling students
- Get more feedback on causes for students withdrawing/not being successful
- Once we get students here, we need to find ways to keep them
- Help students set realistic goals will help retention and graduation rates.

Proposed Priority	% of voters (out of 197)	RANKING
4. Increase credential completion rates, transfers, and job placement	64.0%	#1

Comments:
- The smartest thing I heard today is why do we need a paper from the student – if they earn it, issue it. It's that simple.
- Students need to know they have resources and support post-college or they may give up. Why spend $ on college just to be unemployed afterward (maybe worse off than before they started college)
- #3 will help this one.
- Nursing is jeopardized in achieving this due to not replacing 1 FT faculty member who resigned.
- Related to #2.
- Credentialing, CPL, etc. – critical to remain relevant and improve persistence and retention.
- This is the reason we exist.
- Seems required for 40/40/20
- We need to follow up on our students, see where CCC helped or hindered them on their academic and career path.
- People who rack up 150+ credits should stop being professional CC students.
- As a bean counter, I like the targets expressed here. Extremely important.
- Again, talk to the students about what they need to succeed. Make our programs up-to-date w/industry standards so we can compete w/our graduates.
- Student surveys and asking if student achieved what they set out to accomplish.
- In particular, equipment and facilities
- Job placement is extremely important to students when they have invested their time and funds in education
- Auto award degrees – better
- These (#3 and #4) seem like the two goals that are most evident and tangible in terms of showing that CCC is <u>working</u>. Being able to prove that we are keeping students and helping them move on successfully will promote further investment and enrollment in the future.
- We owe it to the students to assure them that they can get jobs after graduation.
- Provide technology so students have exposure to cutting edge information.
- Help our students get what they want quicker and less expensively
- Proof is in the pudding
- This is a natural result of persistence/retention (no vote)
- Get more feedback on causes for students withdrawing/not being successful
- This is important. These are ways for our external partners to measure our success.
- Demonstrates to

Proposed Priority	% of voters (out of 197)	RANKING
5. Create a college-level paradigm shift regarding outreach and recruiting	29.9%	#9

Comments:
- Hire a person to coordinate (director) International Education and services ($$ potential high)
- Be what students need. ..a place to thrive.
- Use of existing models across campus (i.e. Athletics) to foster recruitment in other areas.
- Take care to let students know expectations before enrolling. Often this isn't emphasized and new students may need basic skills before attempting college.
- Higher education should be a 'when' not an 'if' and begin at an elementary school level with broad community support.
- Related to #12.
- Open House for high school students – meeting with professors to talk about career opportunities
- Yes, I feel doing this one well will also address #12 below.
- Our College needs to take outreach and recruiting more seriously. Not only HS students, but international students also returning students.
- Give the community a feeling that College can be an excellent portal to the work environment.
- Sell horticulture and other unique programs
- Develop program to expose elementary aged kids to college.
- Outreach not just to distant locations, but also to attract people who haven't seen themselves as students. Also adjusting models of instruction and schedules based on diverse populations (i.e. night welding class - or perhaps bringing instruction out to students)
- "Build it and they will come" – (work on other priorities first) Cart B4 the horse. (no vote)
- WOU very good at outreach to Hispanic community. Target groups more – increase enrollment.
- There is no reference to academic integrity/ or demand for rigor that = "college"

Proposed Priority	% of voters (out of 197)	RANKING
6. Assessment of student learning at the institution, program and course level	**25.9%**	**#12**

Comments:
- #6 will help #3 & #4.
- How do we rank as an institution, program, or course level?
- This for me is most critical – using assessment to inform and guide us as well gets us the data we need.
- This is what Gates Foundation and (?) Foundation focus on in K-12. Having this data would position CCC for more funding opportunities.
- Help students complete their program of study
- Be sure assessment reflects validity to goals/roles of community college
- Professional development for faculty – how to use data to drive instruction
- Make sure our learning outcomes are being achieved by looking at student <u>work</u> as well as grades.
- We should define assessment and work on developing ways to assess ourselves and our students and our programs.
- Very important too (no vote)
- Needs to be tied to #11, not pursued in isolation (creates resistance among faculty)
- We do this already in CTE (no vote)

7. Stabilize the college's fiscal health	**50.8%**	**#3**

Comments:
- Yes, but will this eventually hurt me?
- Stop hiring admins (exempt) and pay the debt off.
- Very Important
- Not sure how this one is strategic. Won't we be doing this anyway? Is this business practice? (no vote)
- Need dollars to accomplish the task ahead. The college should be a model of fiscal responsibility to gain community support.
- Reducing faculty will not accomplish this.
- None of these others are achievable without funding.
- Paramount! Adopt a quasi-business model where CCCI (Clackamas Community College INC.) thinks based on a comprehensive business plan embracing change, innovation, and reasoned experimentation.
- Vital in these current fiscal times.
- Address Harmony Center
- Before we spend more money on new buildings and projects we need to take care of those we have all ready
- We need to come up with different ways to bring in money.
- Confidence is key to high employee morale, performance.
- Bringing down the high receivables existing at CCC is extremely important
- With so many recent cutbacks we need to manage the funds that we have very carefully.
- Make a balanced budget be more transparent to the public and staff.
- Solid financial planning
- We need to be able to continue existing.
- "Build it and they will come" – (work on other priorities first) Cart B4 the horse. (no vote)
- No retroactive changes to meet or cover mistakes
- Bond may be part of this.
- It is a must!!!
- Do we have to say more! Keep cramming more student w/less is not a successful strategy.
- Do we really have any control over this? (no vote)

Proposed Priority	% of voters (out of 197)	RANKING
8. Improve Community Connections	45.7%	#4

Comments:
- Very Important
- Connect with K-12 systems
- Center for Business and Industry!
- Community has the tools. CCC needs to make it more stable and accurate. (no vote)
- This will help many things - #2, #7.
- Develop/deliver a comprehensive employer outreach/employer engagement strategy…CBI - connect point (w/a huge network of resources) for employers.
- Engage community leaders and business owners.
- Most important to me in making the college part of the community we serve.
- Program Advising Board – to review curriculum, to recommend new teaching/learning plans.
- Partner w/ business and social service agencies to offer courses on-site and modularized customize course offerings.
- Easier movement from CCC to universities and also jobs within metro area.
- In particular – comm. and employer engagement, - increase relevance, high value
- Connect the College with industry leaders to better improve jobs and graduation rates.
- With the right planning, this has the highest payback with the least expense.
- Prof Dev for faculty – learn how to work w/adult learners and how to prepare for transition.
- If people feel invested in CCC (whether or not they go there) we can better serve our students and our mission. Bring students and student work out into the community as well as bringing non-CCC affiliated community members to our campus facilities to get them invested in the place and its possibilities.
- Community should have more connection to college. If we don't have this the community may not feel that they need to contribute to the college – pass the bond.
- Very important too – this would improve our health in the CCC community (no vote)
- Better connections and collaborations with K-12, social services
- Institution of choice for real world jobs.

Proposed Priority	% of voters (out of 197)	RANKING
9. Support and accelerate developmental education and transition	**26.4%**	**#11**

Comments:
- To me this falls under persistence, retention, momentum, completion. (no vote)
- Need college resources devoted to assist in this – it should not be solely department level initiatives.
- This addresses some of #3.
- Here is the largest segment of the state. Accomplishing #9 will also address our need to recruit.
- Accelerate and shorten our remedial courses. We lose students because it takes too long!
- A big need in our community
- Dual credit <u>campus wide priority</u>
- Also very important similar to #3 (?) (no vote)
- Combine #3 and #9
- We are missing huge opportunities here.

10. Clarify and redefine shared governance	**27.4%**	**#10**

Comments:
- Include all staff when redefining this Listen and implement our recommendations.
- Will need commitment to be accountable for this at all levels
- This creates a strong foundation for all other priorities.
- Quit pretending to include us in governance and make the sharing real.
- Less top down, clarify shared governance
- 2 faculty on BAG committee is horrible – why all exempt and 2 faculty – What's up with that? (we can trust adm. w/confidential discussions but not faculty?) What's up with that?
- If I had another star, it would be here (no vote)
- The culture here at CCC need addressed in this areas – not only have to retain students, but talented staff as well.
- Important in a time when our own college employees are pressed and may have low morale, this is very important
- Speed up decision-making
- We should be doing this daily, monthly, yearly. Please start including staff and faculty in decisions. We need to own our jobs again. I should not need to waste/use a dot on this. Should be done without making a priority! AND I do not feel important or a part of the CCC community anymore. (no vote)
- Combine #10 and #11 (no vote)
- Shared governance does not mean mob indecision. Still need to improve top decisiveness based on shared feedback as decisions need to be made!

Proposed Priority	% of voters (out of 197)	RANKING
11. Build a culture of innovation	41.1%	#7

Comments:
- Identify careers of the future and develop training programs to address.
- Innovation drives funding, attracts new students/energy. Creates excitement.
- Be able and ready to share best practice on local and national level.
- More web page development
- There is consistent change in our community and we need to pay more attention to these. (no vote)
- How will everyone have a place at the table?
- Focus on competency based, not seat time education and training.
- Web page focus/development.
- When we build a culture of innovation, we, in effect, rebrand our college and take care of #12.
- Innovate or die!
- More web page focus.
- Each department to have a "mailing" address list of former students – for updating, newsletters, etc.
- Staff know what needs to change; we just need space to try something new.
- Highest on my agenda! We should reward innovation especially (?) students
- More interactive online opportunities.
- In particular – CLC, - Prof develop.
- If we "stand out" among the surrounding communities as a good trend setter that is always an attraction.
- (?) for new ideas
- I see this as the highest priority This could then clarify #12.
- Build it and they will come.
- Something purposeful and not just for innovation's sake.
- Focus on professional development
- Look at a proactive vs reactive strategy
- This is so important! Starting to happen but need support. How about a 1-day all college conference like Lane CC does?
- Many afraid of change. Need encouragement from above and understanding exec and dean's expect it.
- Fuzzy (no vote)

Proposed Priority	% of voters (out of 197)	RANKING
12. Rebrand our college in a way that leverages our strengths and differentiates our unique value	32.5%	#8

Comments:
- What does this really mean? (no vote)
- School colors, logos on all CCC entities, campus, building, and website!
- Some level of consistency would be nice…use of college colors (i.e. Navy and Scarlet)
- Seems this will happen anyway? Strategic in business practice? (no vote)
- Our college needs a unified brand to create a relationship with the community, alumni and even among the staff.
- However, increased enrollment requires increased resources. If we make this our aim, we need to be able to support it.
- Make the students want to come here.
- Create a consistent brand that is used throughout the College w/ College colors! Red/Blue/White
- Promote our auto, manufacturing, and vocational fields.
- Clackamas needs to renovate their mission to the new student population. They need to become more innovative. The current model and philosophy works for students of the 90's.
- I see this and #5 as related.
- Build it and they will come.
- This happens before effective recruiting can take place (arrow to #5).
- Think of something unique that only Clackamas can provide.
- Strong marketing
- Sell what we do well and look like who we are. Use consistent colors/logos.
- Target marketing with our strengths, star, differentiate
- We need a strong, consistent identity.
- Change the logo, it looks like something designed by Fred Flintstone. *This is not a priority but changing that goofy logo (the font) will make us look less stuck in the 70s. (no vote)
- We have many positives – need to let everyone know.
- Our brand seems fine we just need to market ourselves better, radio, bus ads, make our presence known.
- Increase marketing (no vote)
- Make CCC the place to come and get their transfer degree
- Combine #5, #8, and #12.
- Similar to #8 (no vote)

13. (Write in) Utilize the input of departments and faculty.	.5%	#13

Comments:
Show where the input was actually implemented demonstrating ownership.

OVERALL/GENERAL COMMENT:		

 "Job Training" is not the same as "Life Training". w/o Life training is there any real hope in developing a sustainable "Community"?