

Strategic Priorities

Refined Finalists from VP Meeting 9/17/12

This is a narrowed list for prioritization feedback at Inservice 2012. The finalists are not listed in priority order; the numbers are there for reference only. These will go through a lot of refinement before the final strategies are identified.

	Proposed Strategic Priority and why this should be a campus-wide focus area for the next 3 to 5 years.	What indicators could be used as measures of success?
1.	<p>Refine and define our use of data systems; Access to data and good information; Create a college culture of evidence</p> <ul style="list-style-type: none"> To be responsive to all the accountability measures from state and accreditation To ensure we have the information needed to support all of our priorities and initiatives <p>College Values– Staff, Decision-making</p>	<p>Staff has easy access to meaningful data Decreased use of shadow data bases Increased performance reporting with resultant acknowledgement of CCC success Increased understanding of space used for student and staff success</p>
<p>Activities that have been suggested (These will be refined during fall term and over the next 3 years.) Fully understand, explain and implement the knowledge network Increased training for the use and analysis of data Clearly connect data to our decision-making and budgets</p>		
2.	<p>Capital Planning / preparation for Bond campaign</p> <ul style="list-style-type: none"> To protect the investment in the College To maintain high quality programs and services <p>College Values – Community, Students, Staff, Environment Instruction</p>	<p>Completed facility assessment Staff participation Pass a bond measure that</p> <ul style="list-style-type: none"> Refinances the 2006 debt Funds critical needs for educational technology and facility infrastructure Funds deferred maintenance needs
<p>Activities that have been suggested (These will be refined during fall term and over the next 3 years.) Identify critical needs for: Educational equipment, Technological enhancements, Facilities</p>		

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3.	<p>Persistence/Retention – Create a college-staying culture</p> <ul style="list-style-type: none"> To help students attain their goals To respond to statewide student success efforts and 40/40/20 To address our FoE recommendations To address elements in the achievement compact <p>College Values– Students, Staff, Diversity, Instruction</p>	<p>SENSE 6 benchmarks CCSSE five benchmarks # of students retained term to term, year to year # of students advised First year student progress indicators Rate of academic progress Improved first year experience/student feedback Fewer withdrawals and failing grades Target populations tracked through time Exit interviews (quantitative and qualitative) Create a college readiness for success set of outcomes, and map what we do to strengthen that readiness, then routinely assess readiness in tandem with progress and success.</p>																																
<p>Activities that have been suggested (These will be refined during fall term and over the next 3 years.)</p> <table border="0"> <tr> <td>Reviewing and coordinating data about students</td> <td>Analyzing why students leave</td> </tr> <tr> <td>Articulation agreements</td> <td>Meaningful conversation, ask each term</td> </tr> <tr> <td>Understand achievement gaps</td> <td>Bilingual peer assistants</td> </tr> <tr> <td>Faculty involvement in advising</td> <td>Simplify and improve student processes</td> </tr> <tr> <td>Streamline processes/systems</td> <td>Eliminate bottlenecks and barriers</td> </tr> <tr> <td>4 easy steps to get enrolled/registered</td> <td>Online roadmaps, career paths</td> </tr> <tr> <td>More and more effective personalized advising</td> <td>Accelerated programs</td> </tr> <tr> <td>Increase student engagement</td> <td>Data tracking term to term</td> </tr> <tr> <td>Examine supply and demand of classes to see if supply matches what students are here to accomplish</td> <td></td> </tr> <tr> <td>Strengthen intentional communication and engagement throughout the learning continuum to promote/strengthen connections, and self-navigated and supported persistence, and ultimately completions</td> <td></td> </tr> <tr> <td>Better serve newly entering students (FoE recommendations, enforced prerequisites and placement)</td> <td></td> </tr> <tr> <td>Develop strategies to better prepare students for success in college culture such as college coaches, cohorts, mentors</td> <td></td> </tr> <tr> <td>Increase accessibility to classes for all residents of Clackamas County by researching geography/ transportation/ economic and logistical barriers</td> <td></td> </tr> <tr> <td>Survey students about their communication experiences with the college</td> <td></td> </tr> <tr> <td>Adopt CRM (constituent/customer relationship management) approach to facilitate the student experience and increase connectedness to students.</td> <td></td> </tr> <tr> <td>Smart and efficient use of technology to automate data capture, informal students advising and registration and reduce need for staff intensive interactions (focus staff time where most needed)</td> <td></td> </tr> </table>			Reviewing and coordinating data about students	Analyzing why students leave	Articulation agreements	Meaningful conversation, ask each term	Understand achievement gaps	Bilingual peer assistants	Faculty involvement in advising	Simplify and improve student processes	Streamline processes/systems	Eliminate bottlenecks and barriers	4 easy steps to get enrolled/registered	Online roadmaps, career paths	More and more effective personalized advising	Accelerated programs	Increase student engagement	Data tracking term to term	Examine supply and demand of classes to see if supply matches what students are here to accomplish		Strengthen intentional communication and engagement throughout the learning continuum to promote/strengthen connections, and self-navigated and supported persistence, and ultimately completions		Better serve newly entering students (FoE recommendations, enforced prerequisites and placement)		Develop strategies to better prepare students for success in college culture such as college coaches, cohorts, mentors		Increase accessibility to classes for all residents of Clackamas County by researching geography/ transportation/ economic and logistical barriers		Survey students about their communication experiences with the college		Adopt CRM (constituent/customer relationship management) approach to facilitate the student experience and increase connectedness to students.		Smart and efficient use of technology to automate data capture, informal students advising and registration and reduce need for staff intensive interactions (focus staff time where most needed)	
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4.	<p>Increase credential completion rates, transfers, and job placement</p> <ul style="list-style-type: none"> • To help students achieve their goals • To address 40/40/20 • To address the achievement compact environment <p>College Values – Community, Students, Staff, Diversity, Instruction</p>	<p>Increased number of degrees, certificates awarded Transfer #s, Number of industry certifications earned Increased number of career pathway certificates available to students/incremental awards Increased prof development, Increased use of Harmony campus # of students who complete on time. Program completion rates Job placement rates Decreased time to completion Exiting student surveys Increased involvement in alumni activities Post CCC Alumni surveys reflect satisfaction with CCC services and experiences Increased connections and alumni support</p>
<p>Activities that have been suggested (These will be refined during fall term and over the next 3 years.)</p> <p>Analyze and improve communication-engagement and connectedness with students</p> <p>Decrease completion time through improvements in advising, testing, scheduling (including increased DL offerings)</p> <p>Accelerated programs</p> <p>Good advising</p> <p>Offer career placement and other services</p> <p>Increase capacity for CPL credit</p> <p>Get Harmony campus accredited as CEU entity</p> <p>Strengthen transfer connections with other schools</p> <p>Scan databases for credential-eligible students and pre-complete petitions for them</p> <p>Work on reverse-transfer from partner 4-year institutions</p> <p>Focus on creating programs for careers in market-ready areas, ICD-IO/medical office , medical records, community health worker</p>		

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5.	<p>Create a college-going culture; Create a college-level paradigm shift regarding outreach and recruiting</p> <ul style="list-style-type: none"> To address CLARUS, SEM, and FoE recommendations To address accessibility for our community (mission) <p>College Values – Community, Students, Staff, Diversity,</p>	<p>Increased Student satisfaction Enrollment level for recent HS grads Rate of Transfer In from other institutions Increased conversions from recruitment/applications Increased ACC participation</p>
<p>Activities that have been suggested (These will be refined during fall term and over the next 3 years.) Implement CLARUS and FoE recommendations Continue to analyze and use effective marketing strategies Increase accessibility to classes for all residents of Clackamas County by researching geography/transportation/economic and logistical barriers Expand ACC Make financial aid more visible Improve marketing and outreach to existing HS populations, ACC, HSP, SINT, etc. and other special populations</p>		
6.	<p>Assessment of student learning at the institution, program and course level</p> <ul style="list-style-type: none"> To address accreditation requirements and self-study recommendations To address SEM recommendations To address Core Theme objectives <p>College Values – Community, Students, Instruction, Diversity</p>	<p>Program level assessment AAOT Major level (did the student learn what we said they learned?) Assessment results for general education Pre-testing/post-testing, Portfolios Higher success rates at 4-year institutions Higher job retention of graduates Greater employer satisfaction</p>
<p>Activities that have been suggested (These will be refined during fall term and over the next 3 years.) Follow recommendations and suggestions from the Assessment Committee. Continue professional development around assessment. Implement Accreditation Steering Committee led processes.</p>		

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7.	<p>Budget; Stabilize the college's fiscal health</p> <ul style="list-style-type: none"> To respond to changes in fiscal environment <p>College Values – Community, Students, Staff, Instruction</p>	<p>Balanced budget with least amount of harm/effect to staff and students High percent of staff and student involvement</p>
<p>Activities that have been suggested (These will be refined during fall term and over the next 3 years.) Increase revenue by reducing student account receivables. Examine student drop policy and its ramifications on student debt. Address the funding gap by increasing persistence Use outreach and recruitment strategies to maintain enrollments</p>		
8.	<p>Improve Community Connections; The institution of first choice for CTE and transfer programs; Connect community, jobs and responsiveness to business and industry</p> <ul style="list-style-type: none"> To address adaptability to community needs (mission) To address Core Theme objectives <p>College Values – Community, Students, Diversity</p>	<p>Programs respond to regional workforce needs Partnerships with community educational partners Awareness of community needs Increase college value to community We are the referral education institution for all Clackamas Co. citizens for all education opportunities (use our resources even if they plan to go to lane, U of O. Stanford, etc.)</p>
<p>Activities that have been suggested (These will be refined during fall term and over the next 3 years.) Recognize and service the community's educational needs in all ways Communicate that we provide value to the community Increase data quality and the layperson's ability to access it Increase presence in the community Create courses/programs to keep our economy and businesses strong Use community and employer engagement and outreach system (across the institution, not just CTE) Develop customer relationship managements (CRM) Develop a process for awareness of community needs; community engagement campaign Increase relevant, high value course offerings. Change how we decide what to offer based on real-time data. Be flexible to change faster than we are now.</p>		

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9.	<p>Support and accelerate developmental education and transition</p> <ul style="list-style-type: none"> To address state and national student success initiatives To address Core Theme indicators To support increased retention and completion <p>College Values – Community, Students, Instruction, Diversity</p>	<p>Higher percentage of students go from non-credit to credit courses</p> <p>Greater transition rates from developmental to college-level</p> <p>Reduced time to completion for students beginning in developmental education</p> <p>Increased access to college-level programs</p>
<p>Activities that have been suggested (These will be refined during fall term and over the next 3 years.)</p> <p>Improved and effective placement</p> <p>Connections with Common Core State Standards</p> <p>Reduce duplicate course taking</p> <p>Increase capacity for CPL credit</p>		
10.	<p>Clarify and redefine shared governance; Adapt our governance model to an engagement model; review and implement continuous improvement of decision-making model in Visions to Reality</p> <ul style="list-style-type: none"> To maintain an open, inclusive, participatory organizational structure <p>College Values – Staff, Decision-making</p>	<p>Improved communication</p> <p>Common understanding and definition of the concept</p> <p>Employees feel more involved</p> <p>Increased employee satisfaction</p> <p>Ability to trace decision-making model in decisions</p> <p>Decisions moving more quickly</p> <p>Increased buy-in, confidence in budget processes and planning</p> <p>Improved perception of each person’s role in decision-making</p> <p>Ability to respond more quickly to market changes</p> <p>Employee energy/motivation/enthusiasm</p> <p>Participation in strategic planning and budget processes</p>
<p>Activities that have been suggested (These will be refined during fall term and over the next 3 years.)</p> <p>Academic group to address shared governance with faculty leadership.</p> <p>Articulate the interconnectivity among activities and all areas of campus community</p> <p>Use post –implementation surveys to assess results of new tools and systems.</p> <p>Increase lines of communication within campus to increase the campus-wide energy engaged per project.</p>		

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11.	<p>Focus on Us; Build a Culture of Innovation; Encourage and support a rich/innovative learning environment</p> <ul style="list-style-type: none"> To respond to changing needs of community and students To respond to changing educational landscape <p>College Values – Staff, Instruction</p>	<p>Greater diversity of faculty involvement Attendance at CLC workshops Diverse CLC offerings More faculty participation on committees and projects Touching, but not in response to, accountability measures</p>
<p>Activities that have been suggested (These will be refined during fall term and over the next 3 years.) Motivation, training, sharing Continue to increase use of CLC Instructional innovation to address retention, persistence, and completion goals. How do we stay relevant today. Focus on professional development Helping faculty and staff learn how to provide the highest quality education to meet students where they are, to walk with them to where they need to be. Understand and respond to major shifts in education</p>		
12.	<p>Rebrand our college in a way that leverages our strengths and differentiates our unique value to Clackamas citizens and Oregon as a whole</p> <ul style="list-style-type: none"> To increase enrollment and better serve the community <p>College Value - Community</p>	<p>Increased enrollment 4-year schools refer students to us</p>
<p>Activities that have been suggested (These will be refined during fall term and over the next 3 years.) We are best at “X” and recruit from around the world. New programs not standard to all community colleges</p>		