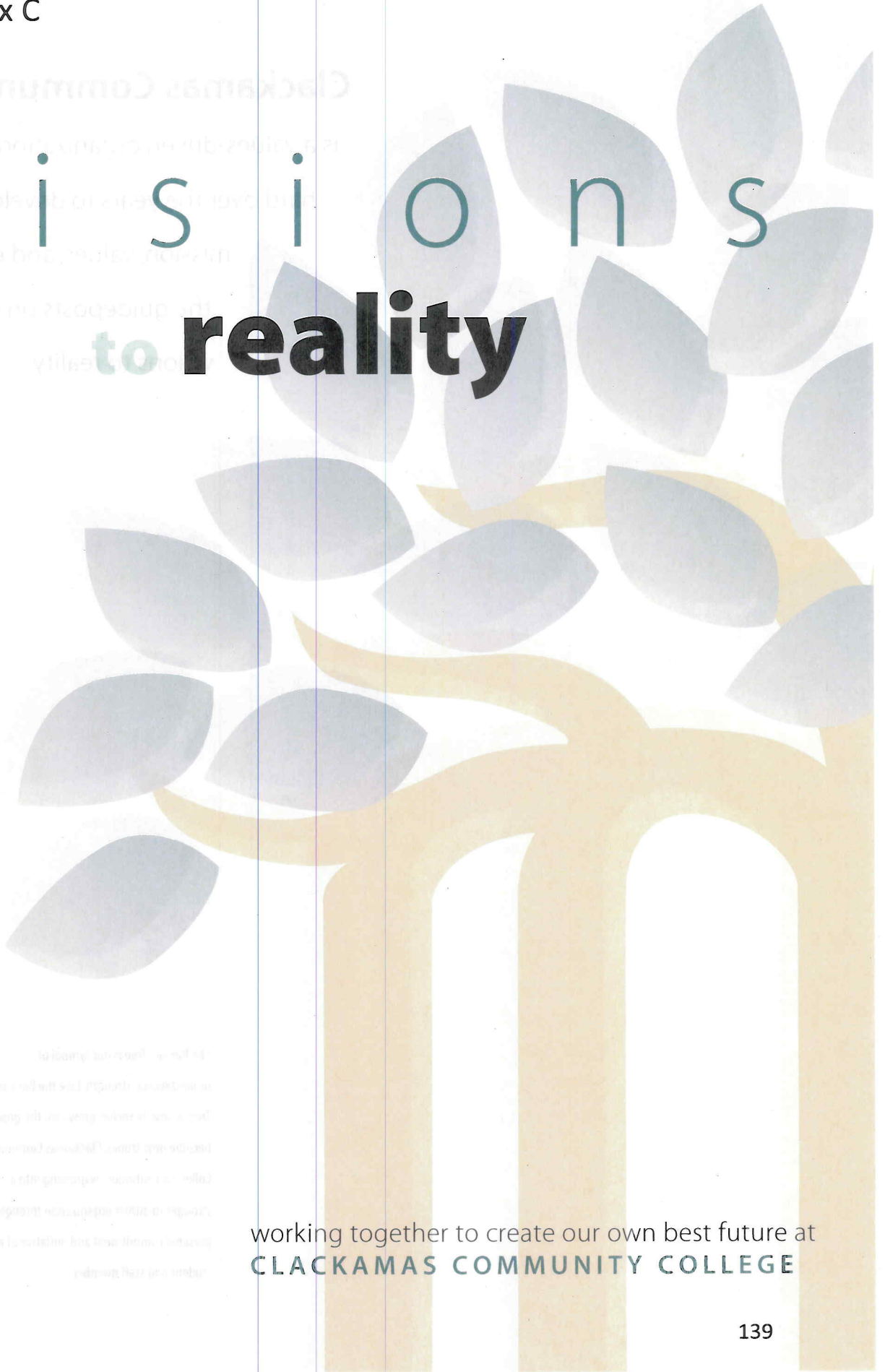
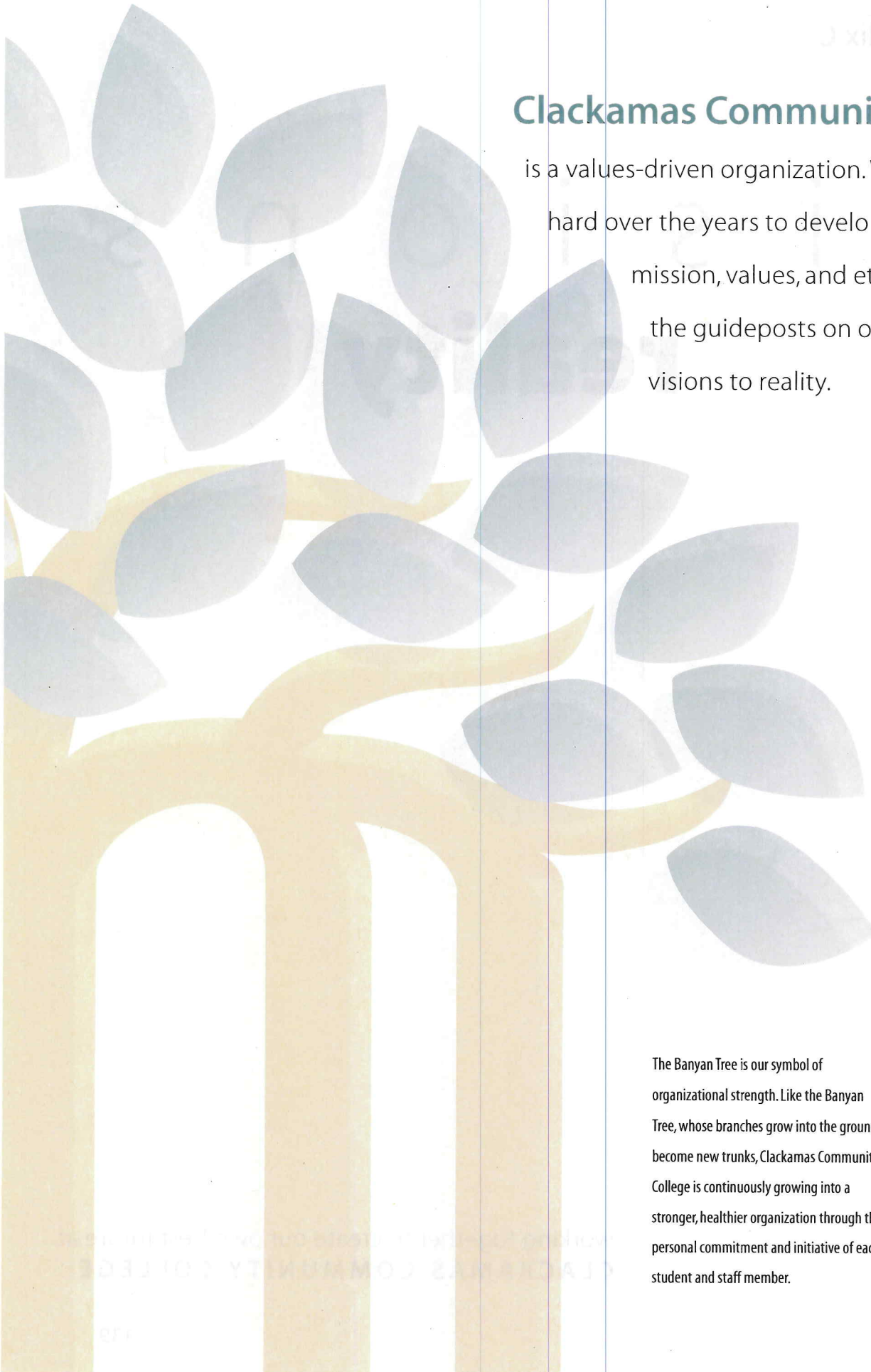


Appendix C

visions  
to reality



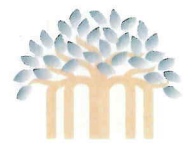
working together to create our own best future at  
**CLACKAMAS COMMUNITY COLLEGE**



## Clackamas Community College

is a values-driven organization. We have worked hard over the years to develop our purpose, mission, values, and ethics. These are the guideposts on our journey from visions to reality.

The Banyan Tree is our symbol of organizational strength. Like the Banyan Tree, whose branches grow into the ground to become new trunks, Clackamas Community College is continuously growing into a stronger, healthier organization through the personal commitment and initiative of each student and staff member.



<b>mission summary</b> .....	<b>4</b>
our purpose, mission, ethics and values at a glance	
<b>planning</b> .....	<b>6</b>
continuous improvement through visioning, acting and learning	
<b>planning cycle</b> .....	<b>8</b>
<b>decision-making</b> .....	<b>10</b>
the vital role of the employee in the decision process	
<b>committees</b> .....	<b>12</b>
college-wide committees, task forces and representative associations	
<b>glossary</b> .....	<b>13</b>
a brief description of key groups and planning terms	
<b>CCC mission statement</b> .....	<b>14</b>
CCC's purpose, mission, philosophy, ethics, goals, and values	



"CCC was the best plan for meeting my goals."

Molly Stanley, former ASG president



"CCC programs have given me a better life and bright future."

Fernando Calderon, welder and former GED/ABE student



"A great experience and great opportunities."

Summer Sayles, former CCC Student Ambassador



# our purpose

Creating lifetime opportunities for success through responsive education.

# our mission

To serve the people of the college district with quality education and training opportunities that are accessible to all students, adaptable to changing needs, and accountable to the community we serve.

# our ethics

To perform our jobs in a way that fosters personal growth and academic excellence, recognizes the inherent goodness of all people, models personal and academic integrity, respects diversity, and shows concern for the needs and feelings of others.

# our values

**Community:** The college staff holds the institution in trust for the citizens of the district.

**Students:** The college exists to enable students to earn a college education, prepare for the world of work, and learn how to learn.

**Staff:** All college personnel contribute to and support the educational mission of the college.

**Diversity:** The college is committed to building awareness of cultural diversity on our campus and in our community.

**Environment:** The college accepts responsibility as a steward of the environment, not only to teach environmental principles, but also to model appropriate environmental behaviors.

**Decision-making:** The college maintains an open and inclusive organizational structure which enables all staff members to participate in the decision-making process.

**Instruction is central to the mission of the college.** We foster a climate that is supportive of students and instructors as key components of the learning process. We seek to develop and maintain opportunities, resources, and strategies that support flexible, responsive instruction to meet diverse and changing student needs in a rapidly evolving educational environment.



Dear Colleagues:

The symbol on the front of this document is an important one. The Banyan Tree, the representative image of Clackamas Community College, has multiple trunks and deep roots for strength, breadth and stability.

Like the Banyan Tree, the college is nourished by an infusion of talent, creativity and commitment. This “Visions to Reality” document, which serves as a guide to our collective decision-making now and in the future, shows the result of campus-wide involvement in creating the strongest, most deeply rooted college value statement we can develop.

In developing these visions, we were guided by one core value — students must come first. This straightforward statement forms the foundation of what we do, why we do it, and what we believe in.

Any college is a large, complex organization, with many constituencies and stakeholders. Clackamas is not different in that respect. However, in more than 35 years in community college education, I have never seen a college more inclusive in its decision-making and more dedicated to student success.

I invite you to read this document, which contains the strongest combined thinking and planning of our students and staff. Our vision continues to focus on student success, and we believe that the talent, creativity and dedication of our collective planning process provide the fertile soil for continued growth and progress.

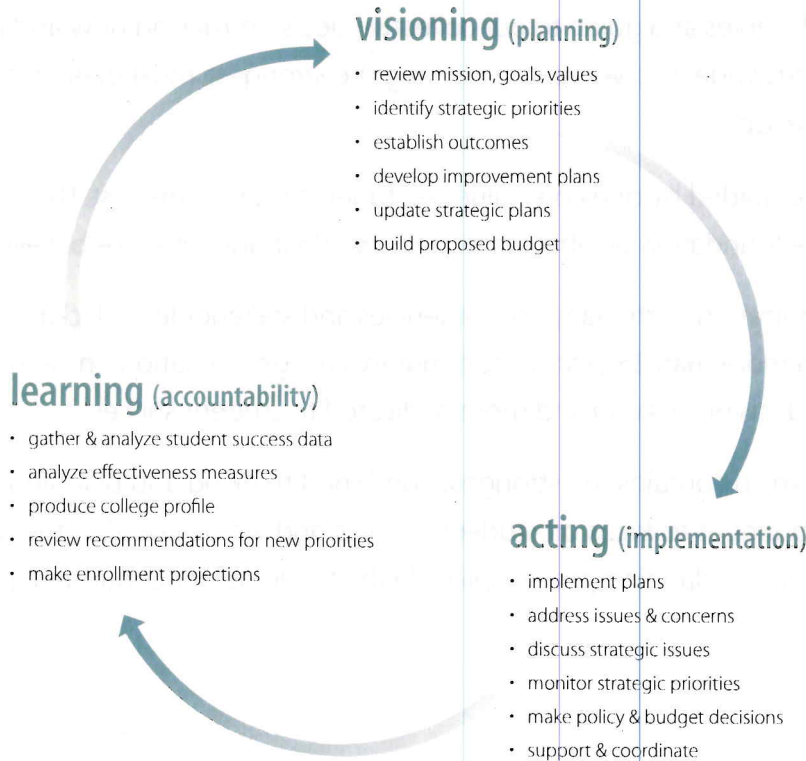
Sincerely,

Joanne Truesdell  
President  
Clackamas Community College



# planning

The goal of our planning process is to link what we do to what we believe, to ensure that our budget and policy decisions reflect our purpose, mission, and values.



## annual planning cycle

.....

Our annual planning cycle facilitates thorough review and updating of CCC's strategic priorities. Each fall, departments review their outcomes, develop plans for improvement, and recommend new priorities for the college. These plans are summarized by the divisions and forwarded to President's Council for review. Council also considers recommendations by committees, reviews the status of the college's institutional effectiveness measures and strategic plans, and examines other internal and external information. Based on these reviews and analyses, Council updates the college's strategic priorities, develops a list of critical issues for future monitoring, and identifies next year's strategic focus.

## why do we plan?

.....

We plan so that we can

- keep our focus on student success
- direct resources toward our most important priorities
- respond effectively to educational needs and opportunities
- learn together from a shared base of information
- strengthen sense of community across all segments of the college
- be accountable to our students and community
- satisfy government requirements by demonstrating the outcomes of our work.



## planning template

The basic building block of our annual planning cycle is the Departmental Planning Template. All college departments use this template each fall to review their missions, assess outcomes, and identify future needs and opportunities.

## annual budget process

The yearly budget process starts with general budget guidelines established by President's Council. Budget originators in each department adjust and reallocate their base budgets as needed and may submit decision packages (requests for additional resources beyond base budgets). President's Council reviews the strategic financial plan and all decision package requests, then develops a proposed budget which reflects the college's strategic priorities. This proposal is forwarded to the Budget Committee (composed of the Board of Education plus seven other district residents appointed by the Board) for review and approval. It is then sent to the Board of Education for adoption.

### Departmental Mission

- Modify department mission as needed based on assessment

### Departmental Assessment

- What were the results of last year's outcomes and plans?
- What was accomplished? What was unmet?
- Are there other accomplishments that should be highlighted?
- Are there new issues or challenges to be addressed?
- Does department have data needs that are not being addressed?

### Departmental Outcomes

- Modify department outcomes based on assessment.
- Make outcomes measurable.
- Identify one departmental outcome related to retention.

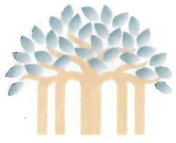
### Departmental Plans

- What do you plan to do to continue to improve and enhance outcomes?
- Identify budgetary needs to be addressed.
- Indicate any major technology equipment or upgrades needed.
- Identify one or more new retention activities for department.

### Ideas for the College

- What new opportunities and challenges do you see for the college?
- How can the college take advantage of these opportunities and meet these challenges?

	fall	winter	spring	periodic
<b>departments</b>	Update planning templates Evaluate outcomes Quarterly Board Reports	Develop base budgets, decision packages Evaluate outcomes Quarterly Board Reports	Evaluate outcomes Quarterly Board Reports	Identify issues & priorities
<b>divisions</b>	Review Planning Templates Evaluate outcomes Quarterly Board Reports	Produce synthesis of department plans Evaluate outcomes Quarterly Board Reports	Evaluate outcomes Quarterly Board Reports	Identify issues & priorities
<b>college council</b>	Review planning & accomplishments of committees Analyze enrollment projections	Review planning & accomplishments of committees Develop proposed budget	Review planning & accomplishments of committees Analyze input issues & priorities	Identify issues & priorities Review mission, goals, & values
<b>president's council</b>	Develop strategic financial plan Develop budget guidelines Review Measures of Institutional Effectiveness	Review Measures of Institutional Effectiveness	Review strategic plan updates & trends Develop strategic priorities Review Measures of Institutional Effectiveness	Identify issues & priorities



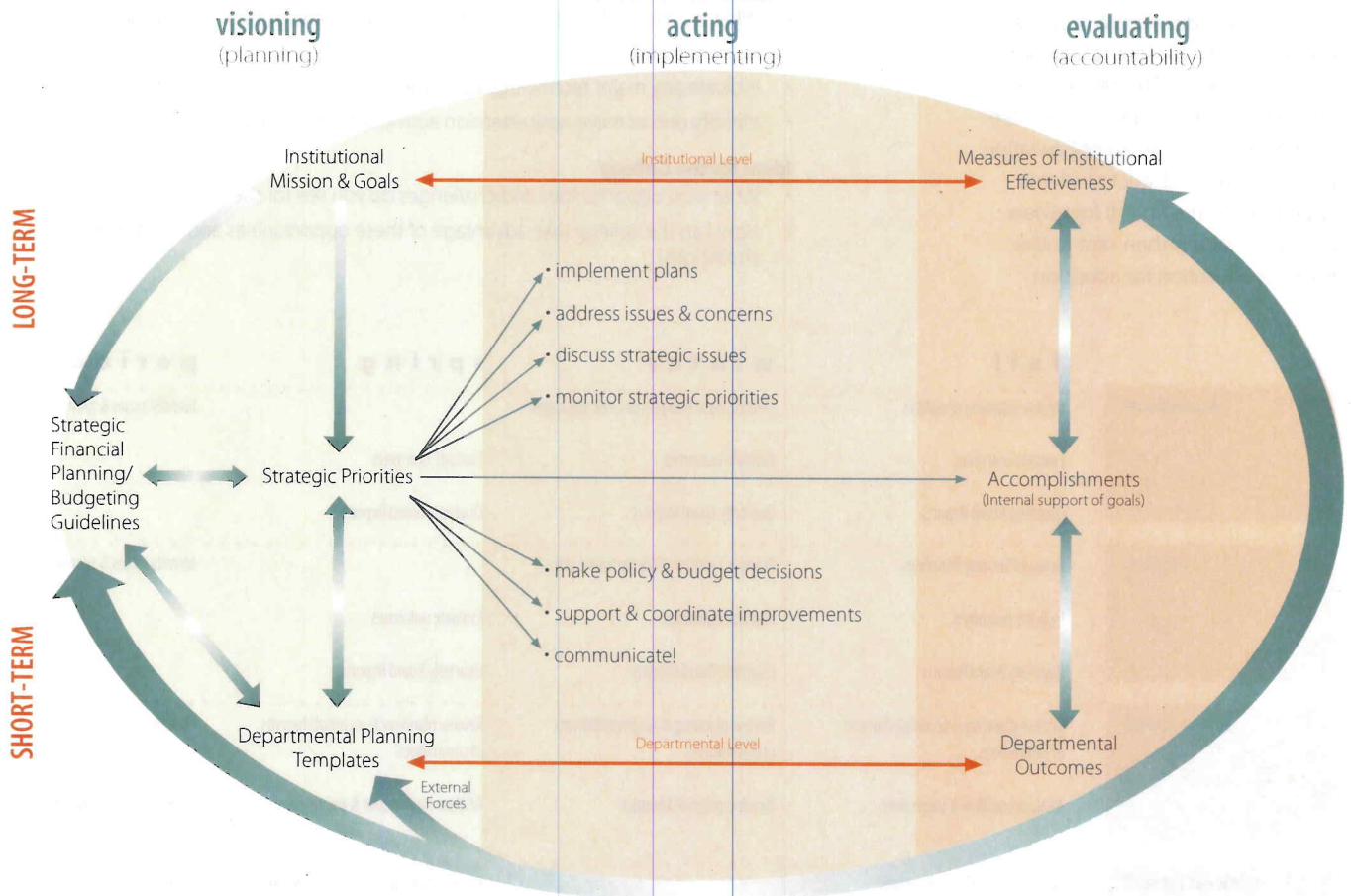
# the planning cycle

The goal of our planning process is to link what we do to what we believe, to ensure that our budget and policy decisions reflect our purpose, mission and values.

Planning at CCC is an ongoing process in which each employee participates through the college's working groups, review groups and committees. Short-term, operational decisions are made every day at every level of the college. Long-term planning—what we call our VISIONS process—follows a cycle that can be broken down into three parts:

1. **Visioning:** planning and setting goals and strategic priorities upon which we will base future decisions.
2. **Acting:** actual decision-making and implementation of our plans.
3. **Evaluating:** gathering information and the outcomes of our actions, so that we can make any needed adjustments as we go into the next round of visioning.

This planning cycle is designed to help us achieve our goal of a healthy organization, founded on a strong sense of community and a commitment to communication and continuous learning and improvement.





# decision-making



We strive to maintain an open and inclusive organizational structure which enables all staff members to participate in the decision-making process. Every employee is urged to play an active role in this process, and needs to have a clear understanding of how he or she is connected to this network.

**“We believe** that every staff member is a problem solver, with the right and the responsibility to identify and resolve issues they encounter on the job.”  
CCC Values Statement

- Ask yourself:** How can I
- improve service to our students?
  - respond to emerging needs?
  - take advantage of new opportunities?
  - operate more efficiently?
  - create a better future for CCC?

For a complete list of college committees, see page 12.

Each of us is connected to the college’s information-sharing and decision-making network on several levels, beginning with our own departmental work group. We meet regularly within our departments to review issues pertaining to our own area of operation. These issues are resolved directly whenever possible, or else referred with recommendations to our division dean or appropriate council for review.

We can also enter into the decision-making process through CCC’s college-wide network of councils, committees and taskforces. These work groups are organized to promote free information sharing and gather the widest possible input from across the college community. Community input—through the Board of Education, the College Foundation, and advising committees—is also an integral part of the college decision-making process at all levels. By drawing upon our collective strengths and engaging the community, we continue to provide quality education accessible to all students, adapt to changing needs, and remain accountable to the community we serve.

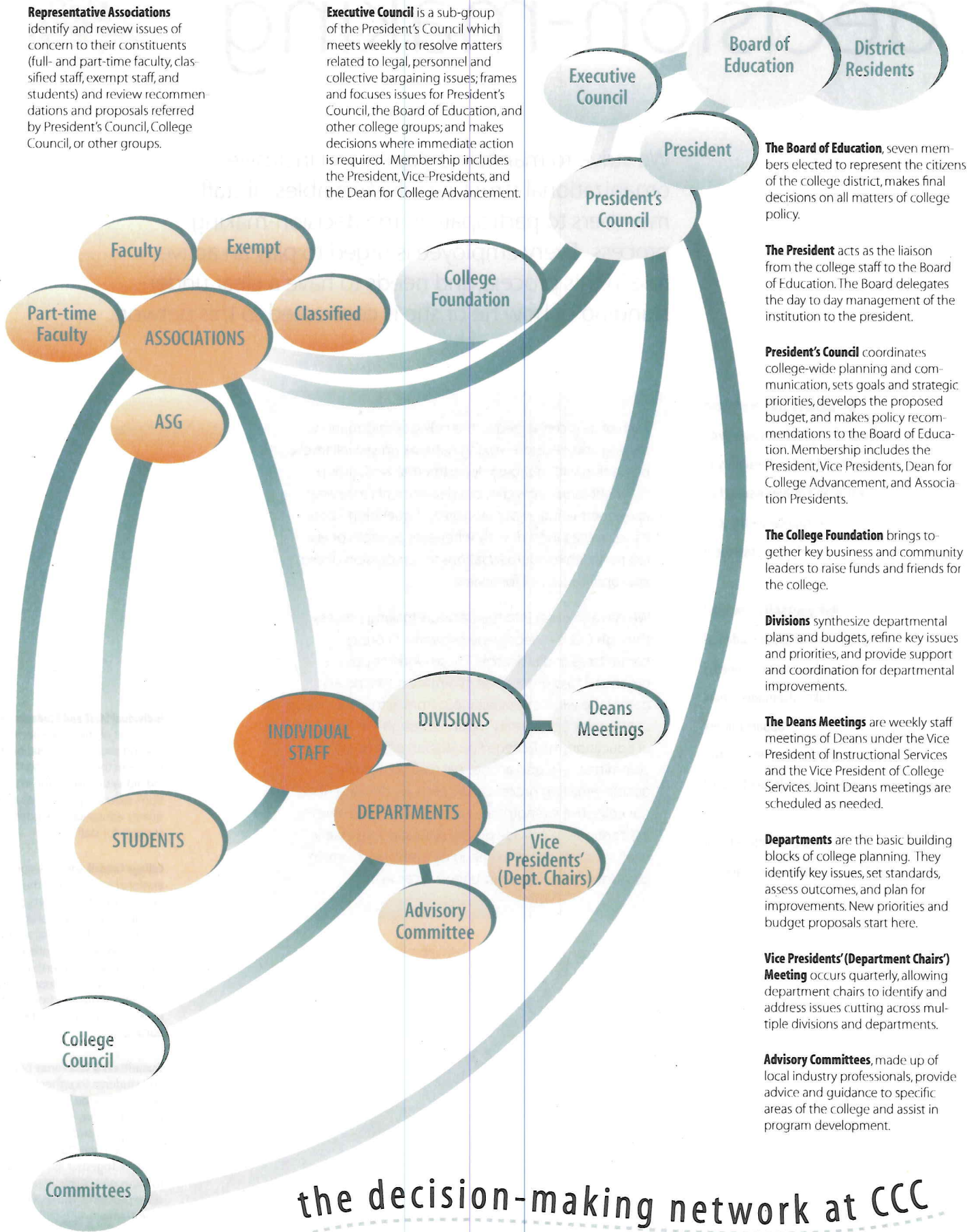
**Individual Staff and Students** lie at the heart of the entire decision-making process. The relationship between the college and these individuals provides the institution’s essential purpose: to provide quality education to students and support for staff.

**College Council** addresses operational issues across the college, hears committee reports, provides updates from other college-wide meetings, and serves as a forum for discussion of major college issues as they arise. Membership includes Deans, Association Representatives, two representatives from each division, and all other interested parties.

**Committees & Task Forces** bring staff and students together to focus on college wide issues and solve problems. Many decisions, recommendations, and budget needs are framed here. Task forces are brought together as needed and to focus on specific issues and solve problems within a limited time frame.

**Representative Associations** identify and review issues of concern to their constituents (full- and part-time faculty, classified staff, exempt staff, and students) and review recommendations and proposals referred by President's Council, College Council, or other groups.

**Executive Council** is a sub-group of the President's Council which meets weekly to resolve matters related to legal, personnel and collective bargaining issues; frames and focuses issues for President's Council, the Board of Education, and other college groups; and makes decisions where immediate action is required. Membership includes the President, Vice-Presidents, and the Dean for College Advancement.



**The Board of Education**, seven members elected to represent the citizens of the college district, makes final decisions on all matters of college policy.

**The President** acts as the liaison from the college staff to the Board of Education. The Board delegates the day to day management of the institution to the president.

**President's Council** coordinates college-wide planning and communication, sets goals and strategic priorities, develops the proposed budget, and makes policy recommendations to the Board of Education. Membership includes the President, Vice Presidents, Dean for College Advancement, and Association Presidents.

**The College Foundation** brings together key business and community leaders to raise funds and friends for the college.

**Divisions** synthesize departmental plans and budgets, refine key issues and priorities, and provide support and coordination for departmental improvements.

**The Deans Meetings** are weekly staff meetings of Deans under the Vice President of Instructional Services and the Vice President of College Services. Joint Deans meetings are scheduled as needed.

**Departments** are the basic building blocks of college planning. They identify key issues, set standards, assess outcomes, and plan for improvements. New priorities and budget proposals start here.

**Vice Presidents' (Department Chairs) Meeting** occurs quarterly, allowing department chairs to identify and address issues cutting across multiple divisions and departments.

**Advisory Committees**, made up of local industry professionals, provide advice and guidance to specific areas of the college and assist in program development.

## the decision-making network at CCC

# committees



College-wide Committees and Task Forces address college-wide issues and report to the College Council, which refers certain issues to President's Council. The committee chair manages the committee's charge, maintains and posts meeting minutes and agendas, and ensures that each committee member is involved in the decision-making process.

Clackamas Community College stresses the importance of involving representatives from all constituencies—Full-Time Faculty, Part-Time Faculty, Classified Staff, Exempt Staff, and Student Body—to the extent possible, drawing upon the diversity of talents and perspectives embodied in the college community.

Committees are usually staffed by the different constituent associations or deans, and staff should express interest in committee participation to their departments and associations. Most positions on these committees rotate membership every three years, and additional rotating terms are assigned as needed. Reporting calendars vary depending on the scope of issues being discussed. Part-Time Faculty representation on several designated committees is paid for by the college.

For up-to-date information on current committee charges, membership, and participation opportunities, just click on the "committees" link on the FYI Today screen, or go to F:\1MINUTES\CollegeCouncil\03-04\CommitteeList

# representative associations

## **Clackamas Community College Association of Classified Employees**

CCCACE represents the interests and concerns of support staff in college decision-making, collective bargaining and personnel issues.

## **Clackamas Community College Part-Time Faculty Association**

CCCPTA represents the interests and concerns of part-time faculty in college decision-making, collective bargaining and personnel issues.

## **Clackamas Community College Education Association**

CCCEA represents the interests and concerns of full-time faculty in college decision-making, collective bargaining and personnel issues.

## **Clackamas Community College Associated Student Government**

ASG provides leadership for student activities and represents the interests of students in college decision-making.



# who we are

## purpose

Creating lifetime opportunities for success through responsive education

## mission

To serve the people of the college district with high quality education and training opportunities that are accessible to all students, adaptable to changing needs, and accountable to the community we serve.

## core themes

Our core themes describe the essential elements of our mission fulfillment. They are:

- **Academic Transfer** - We provide education that results in successful academic transfer to a four-year institution.
- **Career and Technical Education** - We provide education and training that reflect the economic needs of the community and region and lead to successfully attaining employment.
- **Essential Skills** - We provide education that supports high school completion and learning English, and develops essential skills such as mathematics, reading and writing.
- **Lifelong Learning** - We provide diverse special events, enrichment programs, and continuing education opportunities and develop strong partnerships with our community agencies.

## CCC is:

- accredited by the Northwest Commission on Colleges and Universities
- a publicly supported, community-based organization, governed by a locally elected Board of education
- operating within available resources from student tuition and fees, local property taxes, state funds, and additional resource development activities (i.e., state and federal grants, individual and corporate gifts, etc.)

## philosophy

The college's mission is implemented with a commitment to being accessible, adaptable, and accountable.

### The college endeavors to be accessible by:

- maintaining an open-door admissions policy
- keeping tuition and fees as low as possible and maintaining financial aid programs
- informing our public about available programs and services
- encouraging student success through appropriate course placement, effective instructional strategies, recognition of diversity of learning styles, and commitment to student support
- surmounting the geographical, physical, educational, psychological, and financial barriers that exist for district citizens
- encouraging free and open exchange of thoughts and ideas
- welcoming students and staff of diverse backgrounds and cultures.

### The college endeavors to be adaptable by:

- asking district citizens, businesses and other community groups what programs and services are needed
- maintaining flexibility in planning, budgeting, programming and staffing practices so that resources can be shifted as needs change
- cooperating with other organizations to respond to common challenges
- maintaining instructional and student support programs which recognize the diversity of learning and cultural styles
- building productive partnerships with business and industry.

### The college endeavors to be accountable by:

- maintaining appropriate standards of performance for all programs, courses and services
- involving citizens in the budget process, the planning process, and in program development and review
- conducting regular performance reviews for all college staff members
- continuing efforts to make the most effective use of college resources
- evaluating the effectiveness of educational programs and services by measuring student outcomes.

## ethics

Clackamas Community College is dedicated to personal growth and academic excellence. Each member of the college community—students and staff alike—shall strive to:

- recognize the inherent goodness of all people and honor the humanity that joins us
- practice personal and academic integrity, respecting the dignity, rights and property of all persons
- encourage diversity, striving to learn from differences in people, ideas and opinions
- demonstrate concern for others, their feelings and their needs, and treat them as we wish to be treated ourselves.

## goals

The college has established the following goals to guide our planning:

### Breadth of service

by responding effectively to the needs of our varied constituencies.

### Quality of education

by striving to achieve the highest quality of teaching, learning and student success.

### Commitment to values

by aligning our organizational systems to the achievement of our Institutional Values.

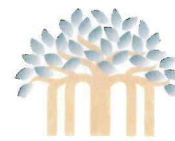
### A healthy organization

by promoting a strong sense of community with a commitment to communication, continuous learning and improvement.

### Resources to succeed

by securing and sustaining human and financial resources and facilities to fulfill our mission.

# who we are (continued)



## values

In order to ensure quality service to our community and students and a fulfilling work environment for our staff, we subscribe to the following institutional values:

### Community

The college staff holds the institution in trust for the citizens of the district. We believe that:

- our service and instruction shall always strive to meet the highest standards
- the college exists in a dynamic environment which encourages innovation, self-evaluation and continuous improvement
- the preservation of the college in the pursuit of its mission must take priority over individual concerns while safeguarding the rights and dignity of staff or students
- academic freedom and the free exchange of ideas are essential elements of the college.

### Students

The college exists to enable students to earn a college education, to prepare for the world of work, and to learn how to learn. We believe that:

- students can grow toward full potential as they experience the joys of discovery and participate in the rigors of study
- all students possess inner resources which can be developed and refined
- students have the right to enroll in classes appropriate to their ability levels
- students must take an active role in their own learning to make their educational experiences meaningful
- students should respect the diversity and dignity of all persons.

Goals developed and adopted by the VISIONS Group, May 1993.

Purpose, Mission, Philosophy, Code of Ethics, and Values updated and adopted by the CCC Board of Education, December 1994.

Instructional Values adopted by the VISIONS Group, May 1996.

Core Themes adopted in 2011.

### Staff

All college personnel must contribute to and support the educational mission of the college. We believe that:

- every staff member is a problem solver, with the right and the responsibility to identify and resolve issues they encounter on the job
- staff members must develop and maintain a strong interest in the growth of students and the community we serve
- effective communication and cooperation among staff members is necessary to fulfill the college mission
- staff members are responsible for seeking opportunities for continued professional growth
- the college is responsible for providing professional development opportunities for staff
- each staff member is entitled to fair and honest treatment by the college.

### Diversity

The college is committed to building awareness of cultural diversity on our campus and in our community. We believe in:

- respecting the inherent right of all persons to live with dignity and freedom
- respecting individual rights of expression
- setting a standard for the larger community by promoting tolerance, communication, and understanding among people with differing beliefs, color, gender, cultures and backgrounds
- encouraging affirmative action for students and staff
- providing opportunities (curriculum development, art exhibits, theatrical presentations, special events) for increasing our awareness of cultural differences and personal life-style preferences within our college and the community.

### Environment

The college accepts responsibility as a steward of the environment. In all areas of the college's operations, we will be proactive in protecting the environment. Our educational role is not only to teach environmental principles but also to model appropriate environmental behaviors. To implement our role, we will:

- encourage students and staff to practice behaviors consistent with the preservation of a clean and safe environment
- minimize the creation of waste and repair, reuse, and recycle materials whenever possible
- provide facilities that are safe and free from environmental hazards
- use the most energy efficient systems available in the physical operation of the college and make energy conservation a priority when planning new facilities and retrofitting existing facilities
- purchase earth-friendly products whenever feasible and consider environmental effects when we plan investments in buildings, equipment, maintenance, and repairs
- maintain a landscape that provides opportunities for environmental awareness, learning, and enjoyment by using the most environmentally compatible methods available for upkeep
- evaluate our own performance through formal audits and by listening carefully to the observations of employees and others on ways we can improve.

### Decision Making

The college maintains an open and inclusive organizational structure which enables all members of staff to participate in the decision-making process. We believe that:

- institutional direction is driven by information received from the staff, the students and the community
- all employees should have a clear understanding of how they are connected to the decision-making process
- we achieve a balance of decentralized and centralized decision making
- we maintain a dynamic and continuous organizational audit with the goal of continuous improvement
- we are flexible and able to develop contingency plans to adjust to a changing environment
- we are constantly in the process of defining and dispelling ambiguity but are able to accept a certain amount of uncertainty
- we are constantly seeking direction from the community in policy and curriculum development.



## Instruction

Instruction is central to the mission of the college. We foster a climate that is supportive of students and instructors as key components of the learning process. We seek to develop and maintain opportunities, resources and strategies that support flexible, responsive instruction to meet diverse and changing student needs in a rapidly evolving educational environment. To accomplish an effective strategic plan for instruction, we recognize the core values that guide our choice of opportunities, and we outline our current priorities as future guides for action. We value:

- local departmental autonomy and academic freedom as indicative of a supportive environment for teaching
- response to a changing student profile that emphasizes learner-centered teaching, personalized instruction, and a variety of teaching and learning styles
- diversity in instructional programs and offerings that educate the whole student
- leadership of faculty, together with staff and students, in instructional planning
- interdisciplinary and college-wide sharing, communication and teamwork
- challenging students and encouraging lifetime learning and responsible citizenry
- improved student access and success through annual planning and sound student placement
- appropriate use of technology in support of instructors and instruction
- innovation, risk taking and dissent in the pursuit of quality instruction
- a focus on quality rather than growth
- balancing productivity with the need for faculty and curricular development time
- continued development of connections between the college and our educational and business partners
- maintaining a climate that supports "us" rather than "us/them."

# glossary of terms

## BUDGET GUIDELINES

Road map for budget process, with values, priorities and processes. Designed to set yearly budget direction and identify limitations on department budget requests. Bridge long-term and short-term planning by identifying budget specifics.

## STRATEGIC FINANCIAL FORECAST

The planning tool the college uses to project financial scenarios and to communicate to campus the college's budget future.

## CCC INSTITUTIONAL GOALS

Designed to set the college's basic direction and define the college's core values in order to accomplish our mission. The goals are reviewed periodically and are meant to be long-term.

## STRATEGIC PRIORITIES

Major college priorities set annually which will receive organizational focus and budget priority.

## DEPARTMENTAL PLANNING TEMPLATE

Outline for departments to set or update basic mission and expected outcomes, assess outcomes progress, identify key issues, recommend college-wide priorities, and develop improvement plans.