



















<b>IA 1</b> Understand the Clackamas student experience and make sure processes are user-friendly and user satisfaction levels are high.					
COLLEGE-WIDE TARGETED TASK	11-12	12-13	OUTCOMES-WHAT RESULTS WOULD YOU EXPECT BY JUNE 30, 2012	OUTCOMES-WHAT RESULTS WOULD YOU EXPECT BY JUNE 30, 2013	INSTITUTIONAL METRICS INFLUENCED
1-1 Use the Foundations of Excellence (FoE) platform as a tool to understand the experience of first year students and develop a plan of action to enhance student retention, completion, and persistence (SEM initiative) CONTACT(S): Phillip King, Brenda Marks			<ul style="list-style-type: none"> <li>▪ Steering and Dimension committees established</li> <li>▪ Student survey administered</li> <li>▪ Faculty/Staff survey administered</li> <li>▪ Current Practices Inventory (CPI) completed</li> <li>▪ Dimension reports written</li> <li>▪ Final Narrative Report and Report Card written</li> <li>▪ Multi-year Implementation Plan developed. Plan will detail specific action items with an estimated timeline, allocation of responsibility and projected costs for each action item).</li> </ul> (The FoE analysis encompasses all aspects of the student experience, including financial aid, registration processes and procedures, policies, retention, etc.)	<ul style="list-style-type: none"> <li>▪ Year One Outcomes as developed in the Implementation Plan</li> </ul>	3, 4, 9, 10, 27, 28, 31, 57 (new)
1-2 Increase High School to Clackamas CC transitions (SEM) CONTACT(S): Phillip King			<ul style="list-style-type: none"> <li>▪ Clarus stage 2 and 3 research on local high school population completed, to include effective recruitment strategies, marketscan/image, and non-enrolling applicants.</li> <li>▪ Key populations defined</li> <li>▪ Baseline Established</li> <li>▪ Target % identified</li> <li>▪ Effective implementation plan developed using Clarus and FoE work</li> </ul>	<ul style="list-style-type: none"> <li>▪ Process developed to properly record and report information on student cohorts</li> <li>▪ Action Plan implemented from Clarus/FoE</li> <li>▪ First Year Target increases reached</li> <li>▪ Future targets identified</li> </ul>	1, 2, 3, 4
1-3 Implement career-support processes from Credentials, Acceleration, and Support for Employment (CASE) grant CONTACT(S): Cyndi Andrews			<ul style="list-style-type: none"> <li>▪ 3 FTE career coaches hired and trained as Career Development Facilitators</li> <li>▪ Streamlined, multi-entry point outreach, referral, enrollment, and support process for WIA/TAA and other targeted unemployed</li> <li>▪ Increased number of TAA-eligible students enrolled in CTE Career Pathways</li> </ul>	<ul style="list-style-type: none"> <li>▪ Portable, standardized approach and process for CPL developed and implemented</li> <li>▪ Additional college credit pathways developed</li> <li>▪ Increased number of students served from target populations</li> </ul>	3, 4, 5, 6, 7, 8, 9, 10, 11, 12, 13, 14, 15, 28, 31







			<ul style="list-style-type: none"> <li>▪ Staff hired for outreach to TAA eligible companies and students</li> <li>▪ Developed data-tracking plan and mechanisms, implemented plan</li> </ul>		
1-4 Implement new area advising and counseling model CONTACT(S): Phillip King			<ul style="list-style-type: none"> <li>• Established baseline and visible, recognized presence for area counselors and area-focused advisors.</li> <li>• Streamlined, multi-entry point for counseling assessment, treatment, or referral.</li> <li>• Firmly established counseling referrals.</li> <li>• Identified percent effort related to personal, career, or academic counseling needs.</li> <li>• Counseling/conduct software implemented.</li> <li>• Established baseline for community-center counseling needs.</li> <li>• Increased support and expanded use of counselors as a resource for faculty.</li> </ul>	<ul style="list-style-type: none"> <li>• Strengthened area-focused advisors</li> <li>• Enhanced area career coaching</li> <li>• New model assessed and modified/improved</li> <li>• Formal tracking of student cohorts for advising and counseling.</li> <li>• Robust faculty advising model developed.</li> <li>• Early alert/retention alert process initiated.</li> </ul>	1 - 52
1-5 Evaluate and continue to improve and expand New Student Experience (NSE) and New Student Advising (NSA) CONTACT: Phillip King; Director of SASS			<ul style="list-style-type: none"> <li>▪ Programs fully assessed using FoE</li> <li>▪ Combined NSE and NSA action plan created</li> </ul>	<ul style="list-style-type: none"> <li>▪ Improved/expanded action plan for NSE and NSA each term implemented</li> </ul>	3, 4, 5, 6, 7, 9
1-6 Develop strong supporting processes for degree partnership programs CONTACT(S): Cyndi Andrews			<ul style="list-style-type: none"> <li>▪ Transferability and articulation analysis incorporated into the ISS blueprints</li> <li>▪ Articulations inventoried and priority articulations identified and reviewed</li> <li>▪ Institutional process to create and regularly renew articulations developed</li> </ul>	<ul style="list-style-type: none"> <li>▪ Institutional processes for articulation implemented</li> <li>▪ Remaining articulations reviewed and revised</li> </ul>	27, 33, 35









**IA AND PROPOSED REFRESHED TARGETED TASKS 2011-2013 FOR PC**










11/4/11

<p><b>IA 2</b>      <b>Redevelop the CCC web site to be up-to-date, interesting, inviting, and easy to use for external constituents AND to provide internal constituents with stronger communication and easy access to information.</b></p>					
COLLEGE-WIDE TARGETED TASK	11-12	12-13	OUTCOMES-WHAT RESULTS WOULD YOU EXPECT BY JUNE 30, 2012	OUTCOMES-WHAT RESULTS WOULD YOU EXPECT BY JUNE 30, 2013	INSTITUTIONAL METRICS INFLUENCED
<p>2-1 Design and launch new CCC website</p> <ul style="list-style-type: none"> <li>▪ Hire a consultant to develop content, voice, and style guidelines for college website</li> <li>▪ Develop web policies and procedures for website</li> <li>▪ Assign and train department and/or division web shepherds</li> <li>▪ Create strategic communications plan to support and sustain new website</li> </ul> <p>CONTACT(S): Shelly Parini, Kim Carey, Steffen Moller</p>			<ul style="list-style-type: none"> <li>▪ Consultant hired and content and voice developed.</li> <li>▪ Style guides created and trainings completed</li> <li>▪ Web policies and procedures developed</li> <li>▪ Department/Division web shepherds assigned and trained using style guides and procedure documentation</li> <li>▪ An integrated approach to creating and maintaining online content (i.e. Moodle, Web, MyClackamas) implemented</li> </ul>	<ul style="list-style-type: none"> <li>▪ Ongoing support and training for web shepherds provided</li> <li>▪ Ongoing communication as needed as changes are identified for each of our own online components</li> </ul>	<p>3, 4, 5, 6, 7, 8, 21, 22, 23, 39, 41, 42</p>
<p>2-2 Ensure that we have the infrastructure to maintain consultant recommendations</p> <p>CONTACT(S): Shelly Parini, Kim Carey, Steffen Moller</p>			<ul style="list-style-type: none"> <li>• Social Media Coordinator hired and trained</li> </ul>		<p>3, 4, 5, 6, 7, 8, 21, 22, 23, 39, 41, 42</p>
<p>2-3 Create an institutional standardized template for departments and divisions</p>			<ul style="list-style-type: none"> <li>• Completion of institutional standardized template and migration of identified pilot group.</li> </ul>	<ul style="list-style-type: none"> <li>• Continued migration of dept/division websites into CMS</li> </ul>	<p>3, 4, 5, 6, 7, 8, 21, 22, 23, 39, 41, 42</p>

CONTACT: Shelly Parini, Kim Carey, Steffen Moller					
2-4 For current students, staff, and faculty, migrate existing information from Web to Portal and Moodle. CONTACT(S): Shelly Parini, Kim Carey, Steffen Moller				<ul style="list-style-type: none"> <li>• Migration strategy for upgrade, Moodle created and implemented,</li> <li>• Internal information for current students, staff, and faculty migrated into Moodle and Portal.</li> </ul>	3, 4, 5, 6, 7, 8, 21, 22, 23, 39, 41, 42









<b>IA 3 Analyze and refine the way we schedule, deliver, and assess instruction to provide maximum access and success, and to improve student experience, college internal and external processes, and community perception.</b>					
COLLEGE-WIDE TARGETED TASK	11-12	12-13	OUTCOMES-WHAT RESULT WOULD YOU EXPECT BY JUNE 30, 2012	OUTCOMES-WHAT RESULT WOULD YOU EXPECT BY JUNE 30, 2013	INSTITUTIONAL METRICS INFLUENCED
3-1 Expand our assessment of student learning and update institutional assessment plan. CONTACT(S): Steffen Moller, Bill Briare; Matthew Altman			<ul style="list-style-type: none"> <li>▪ Assessment task force reviewed and revised the institutional assessment plan.</li> <li>▪ Assessment task force established participation goal for Gen Ed course assessment.</li> <li>▪ Existing assessment at the program and course levels inventoried</li> <li>▪ Perkins TSA's implemented in all affected programs.</li> <li>▪ Plan for assessment of CTE courses and programs established.</li> <li>▪ Assessment workshops/training offered by CLC.</li> </ul>	<ul style="list-style-type: none"> <li>▪ First year recommendations of updated institutional assessment plan implemented.</li> <li>▪ First year recommendations for CTE course and program assessment have been implemented.</li> <li>▪ Assessment workshops/training offered by CLC.</li> </ul>	16-20, 28, 31, 36
3-2 Continue systematic focus on cooperatively studying and enhancing teaching through improved part-time faculty review and Continuous Learning Collaborative (CLC) activities. CONTACT(S): Associate Deans, Kate Gray, Steve Beining			<ul style="list-style-type: none"> <li>▪ Part-time faculty evaluation system launched by associate deans and departments.</li> <li>▪ Plan for increased participation in CLC activities developed by departments and CLC.</li> <li>▪ CLC provided professional development events quarterly focused on quality teaching. Increased participation of full-time faculty in at least one CLC activity/event.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Continued implementation of part-time faculty evaluation system; system reviewed and modified as needed.</li> <li>▪ CLC provided professional development events quarterly focused on quality teaching. Increased participation of full-time faculty in at least one CLC activity/event.</li> </ul>	16 – 20, 27, 30, 33, 35, 37, 31, 29, 32, 34, 36
3-3 Strengthen tools for students and staff to increase visibility of pathways and educational partnerships with OUS CONTACT(S): Steffen Moller, Cyndi Andrews			<ul style="list-style-type: none"> <li>▪ The college established at least 5 AS degree partnerships</li> <li>▪ The Office of Educational Partnerships fully developed a web site to support transfer students</li> <li>▪ The Office of Educational Partnerships published the inventory of current articulation agreements on its website.</li> </ul>	<ul style="list-style-type: none"> <li>▪ At least 5 additional AS degree partnerships have been established</li> </ul>	1, 2, 4, 28, 31, 38



<p>3-4 Continue to review and analyze efficiency and effectiveness of scheduling and classroom utilization policies/practices/tools CONTACT(S): Steffen Moller</p>			<ul style="list-style-type: none"> <li>▪ Process for scheduling classes in Datatel has improved</li> <li>▪ S-25 for room scheduling is implemented</li> <li>▪ Printed schedule analyzed and a plan for improvement developed</li> </ul>	<ul style="list-style-type: none"> <li>▪ Process for scheduling is reviewed and enhanced</li> <li>▪ Implementation of S-25 is reviewed and enhanced</li> <li>▪ Plan for improvement of printed schedule was implemented</li> </ul>	<p>New metrics</p>
<p>3-5 Continue to look at time-of-day and day of week scheduling to find ways to maximize student access CONTACT(S): Steffen Moller</p>			<ul style="list-style-type: none"> <li>▪ Reports created to help departments effectively schedule classes for the greatest student benefit.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Reports to help departments effectively schedule classes for the greatest student benefit reviewed and refined</li> </ul>	
<p>3-6 Consolidate instruction and student services reporting and planning efforts into ISS Blueprints at the department and division levels. CONTACT(S): Phillip King, Bill Briare, Scott Giltz, Steffen Moller, Theresa Tuffli. Associate Deans</p>			<p>Divisions/Departments/IR have:</p> <ul style="list-style-type: none"> <li>▪ Defined cohorts</li> <li>▪ Defined working metrics for retention within cohorts/programs</li> <li>▪ Identified and listed important programs, course sequences, and transition paths into and out of those programs and sequences</li> <li>▪ Developed common reports for: <ul style="list-style-type: none"> <li>○ Enrollment</li> <li>○ Scheduling efficiencies and room utilization</li> <li>○ Departmental staffing and use of resources</li> </ul> </li> <li>▪ Crafted and documented strategic instructional plans for each department that take the above into account.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Department blueprints refined into second-year drafts</li> <li>▪ Completes first draft of “rolled up” division-level blueprints</li> </ul>	<p>1, 2, 3, 4, 5, 7, 8, 9, 10, 11, 14, 15, 16-20, 27-38</p>
<p>3-7 Implement CASE grant components to support seamless pathways and credit for alternate learning CONTACT(S): Cyndi Andrews</p>			<ul style="list-style-type: none"> <li>▪ Designed and expanded CPL options, including transcription of veteran training and experience</li> <li>▪ Designed and implemented employer involvement strategies</li> </ul>	<ul style="list-style-type: none"> <li>▪ Portable e-portfolio system developed</li> <li>▪ Further expanded CPL options, including transcription of veteran training and experience</li> </ul>	<p>24, 28, 31, 42</p>







<b>IA 4</b> <b>Improve the way we understand and utilize Datatel systems to enable CCC staff to access information that connects student and instructional data with human resource, budget and expenditure data.</b>					
COLLEGE-WIDE TARGETED TASK	11-12	12-13	OUTCOMES-WHAT RESULTS WOULD YOU EXPECT BY JUNE 30, 2012	OUTCOMES-WHAT RESULTS WOULD YOU EXPECT BY JUNE 30, 2013	INSTITUTIONAL METRICS INFLUENCED
4-1 Implement LEAN practices and better utilize personnel by continued integration, improvement, and training on Datatel systems CONTACT(S): Kim Carey, Jim Martineau			<ul style="list-style-type: none"> <li>Financial Aid and at least 3 other specific departments/units have undergone LEAN process review and implemented associated changes..</li> </ul>	<ul style="list-style-type: none"> <li>Departments that have undergone LEAN review have analyzed effects of new processes and reinforced or modified as needed.</li> </ul>	46
4-2 Fully implement People Admin to include an interface with Datatel HR module CONTACT(S): Marsha Edwards			<ul style="list-style-type: none"> <li>Payroll interface implemented</li> </ul>	<ul style="list-style-type: none"> <li>Onboarding interface implemented</li> </ul>	46
4-3 Expand and improve use of electronic routing and approvals CONTACT(S): Kim Carey, Marsha Edwards			<ul style="list-style-type: none"> <li>Electronic routing and approvals established for Assignment Contracts, Financial Aid</li> <li>AP/Purchasing                             <ul style="list-style-type: none"> <li>Email PO's</li> <li>ACH payments to vendors</li> </ul> </li> <li>Vendor for administrative/supervisory performance management software selected.</li> </ul>	<ul style="list-style-type: none"> <li>Financial Aid</li> <li>AP/Purchasing                             <ul style="list-style-type: none"> <li>Web RFP's</li> <li>Web receiving</li> </ul> </li> <li>Performance management software implemented</li> </ul>	46
4-4 Implement Datatel Reporting and Analytics to support effective budgeting and strategic planning CONTACT(S): Steffen Moller, Kim Carey			<ul style="list-style-type: none"> <li>Datatel Reporting and Analytics (DROA) pilot group trained and utilizing DROA</li> </ul>	<ul style="list-style-type: none"> <li>DROA implemented and rolled out across campus</li> </ul>	46
4.5 Create and implement one-time and ongoing Datatel Training and			<ul style="list-style-type: none"> <li>Students accounts training completed</li> <li>AR archiving training completed</li> </ul>		46

Consulting CONTACT(S) Kim Carey					
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<b>IA 5</b> <b>Align and implement coordinated strategic planning and budgeting processes through clarifying decision-making processes and strengthening communication networks.</b>					
COLLEGE-WIDE TARGETED TASK	11-12	12-13	OUTCOMES-WHAT RESULTS WOULD YOU EXPECT BY JUNE 30, 2012	OUTCOMES-WHAT RESULTS WOULD YOU EXPECT BY JUNE 30, 2013	INSTITUTIONAL METRICS INFLUENCED
5-1 Refine and communicate the Knowledge Network Model and its institutional research component CONTACT(S): Steffen Moller, Phillip King, Kim Carey			<ul style="list-style-type: none"> <li>Knowledge Network model is communicated and understood across campus.</li> <li>Knowledge Network provide useful information for completion of Blueprints</li> </ul>	<ul style="list-style-type: none"> <li>Knowledge Network has re-established confidence in the integrity of data and data systems</li> <li>Staffing needs reviewed</li> <li>Datatel Analytics implementation and utilization shepherded by Knowledge Network</li> <li>Effectiveness of Knowledge Network model analyzed</li> </ul>	1-52
5-2 Develop and disseminate clear information that explains and strengthens communication and decision-making processes CONTACT(S): Joanne Truesdell			<ul style="list-style-type: none"> <li>Communication matrix and schedule developed to show people when/what/where/how to be involved, e.g. budget forums, strategic planning processes, etc.</li> </ul>	<ul style="list-style-type: none"> <li>Information is easy to find and use. Decision-making processes are well understood.</li> <li>Recommendations from Turtle self-study analyzed and implemented as capacity allows.</li> </ul>	1-52
5-3 Develop and institute regular feedback on effective governance and communication that includes the climate survey CONTACT(S): Joanne Truesdell			<ul style="list-style-type: none"> <li>Climate survey administered Feb/Mar2012. Results shared broadly and PC leads review of adjustments</li> <li>Updated board policy, shared governance</li> <li>Review results of Accreditation Turtles 1 &amp; 2</li> <li>Establish three year climate survey cycle</li> </ul>	<ul style="list-style-type: none"> <li>Adjustments/responses to Climate Survey implemented</li> </ul>	New metrics
5-4 Implement practices that align strategic planning and budgeting processes CONTACT(S): Elizabeth Lundy, Courtney Wilton			<ul style="list-style-type: none"> <li>Knowledge Network provides timely and meaningful data for decision-making at all levels.</li> <li>ISS Blueprints are substantially completed and regular revision processes established</li> <li>Timelines for integration of planning, resource allocation, and accountability developed and implemented</li> </ul>	<ul style="list-style-type: none"> <li>ISS Blueprints are completed and regular revision processes implemented</li> <li>Strategic Priorities adopted for the following 3-5 years</li> <li>New Institutional Activities and Targeted Tasks adopted for 2013-2014 in alignment with budget planning timelines</li> </ul>	1-52

			<ul style="list-style-type: none"> <li>Targeted tasks for 11-12 &amp; 12-13 finalized and resource allocations incorporated into budget planning</li> </ul>	<ul style="list-style-type: none"> <li>Implementation of integration of planning, resource allocation, and accountability reviewed and refined</li> </ul>	
<p>5-5 Ensure broad-based participation on college committees and regular communication and report-outs between committee representatives and department and division colleagues CONTACT(S): Joanne Truesdell</p>			<ul style="list-style-type: none"> <li>Current committees reviewed and modified as appropriate--sunset some, revise some.</li> <li>Members of revised committee structure recruited</li> </ul>	<ul style="list-style-type: none"> <li>Updated committee structure implemented and reviewed</li> <li>Committee connections to mission fulfillment are clear</li> </ul>	1-52

<b>IA 6</b> 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.					
COLLEGE-WIDE TARGETED TASK	11-12	12-13	OUTCOMES-WHAT RESULTS WOULD YOU EXPECT BY JUNE 30, 2012	OUTCOMES-WHAT RESULTS WOULD YOU EXPECT BY JUNE 30, 2013	INSTITUTIONAL METRICS INFLUENCED
6-1 Using existing campus-wide assessments, develop a plan for achieving reductions in the college's carbon footprint. CONTACT(S): Bob Cochran			<ul style="list-style-type: none"> <li>Completed Review of Heery Energy Audit, Sparling Electrical System Study, and The Sustainability Assessment and Plan and cost and rate of return calculated.</li> <li>All measures ranked by ROR</li> </ul>	<ul style="list-style-type: none"> <li>Based upon the 11/12 report results, funding secured (e.g., budget, grant, bond, etc.) and top projects implemented.</li> </ul>	46, 47
6-2 Identify, quantify, and prioritize deferred maintenance items CONTACT(S): Bob Cochran			<ul style="list-style-type: none"> <li>2010 Deferred Maintenance List (Bond) reviewed for completeness and accuracy. List prioritized and taken to BOE for approval/information.</li> <li>Insights from Accreditation Turtle #9, Physical Infrastructure; 2.G.1 "...the institution creates and maintains physical facilities that are accessible, safe, and sufficient in quantity and quality..." utilized in planning.</li> </ul>	<ul style="list-style-type: none"> <li>Highest prioritized projects implemented based on funding (e.g., budget, grant, bond, etc.)</li> </ul>	39, 42, 48, 53
6-3 Develop and quantify a multi-year plan identifying college-wide infrastructure in support of current and future educational needs CONTACT(S): Bob Cochran				<ul style="list-style-type: none"> <li>Analytical review of current and future facility utilization/needs conducted, resulting in a Needs Assessment Report.</li> <li>Insights from Accreditation Turtle #9, Physical Infrastructure 2.G.3 "...develop and implement and review master plan..." utilized in planning .</li> </ul>	38, 39, 41, 42, 46
6-4 Prepare and launch community engagement campaign which will include: <ul style="list-style-type: none"> <li>Online Research</li> <li>Grassroots CCC Outreach</li> <li>Board Outreach</li> </ul> CONTACT(S): Shelly				<ul style="list-style-type: none"> <li>Identified what students, staff, stakeholders, and communities value most about Clackamas Community College</li> <li>Renewed vision for CCC (3-5 years)</li> <li>Improved communication with community; ensured it is two-way</li> <li>Strengthened relationships with students and community members</li> </ul>	

Parini				<ul style="list-style-type: none"><li>• Supported student enrollment and retention efforts</li><li>• Made CCC more accessible to more residents in a way that's meaningful to them</li><li>• Created a unified brand for promoting and differentiating CCC</li></ul>	
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