

CCC 2013-16 Strategic Priority: Increase credential completions, transfers, and job placements. College Values: Community, Students, Staff, Diversity, Decision-making, Instruction	
Potential Institutional Activities for 2013-14	Associated College-Wide Targeted Tasks
1) Implement completion coaching and career coaching structures to support students.	<ul style="list-style-type: none">• Fully implement processes to identify students near to completion and provide completion coaching.• Pilot Reverse Transfer with at least three four-year partners.• Increase credential completion and job placement in career and technical programs by incorporating career planning guidance and robust internships and CWE opportunities.
2) Broaden understanding and visibility of existing relationships with partner four-year institutions for students and identify high priority areas for new relationships.	<ul style="list-style-type: none">• Strengthen understanding and visibility of existing degree-partnership programs• Update and increase visibility of existing articulation relationships• Identify areas where there is a clear need for a stronger partnership(s) with a four-year institution.
3) Identify and research best practices for documenting credit for learning that occurred outside of the traditional course setting and applying it toward credential completion.	<ul style="list-style-type: none">• Explore processes to allow CCC to assess and document learning that results from sources beyond our own classes, such as life experiences, independent learning, licensures, certifications, etc.• Expand guidelines and methods that allow credit for prior learning to be used to meet credential requirements.

Draft for discussion 11/2/12

<p align="center">CCC 2013-16 Strategic Priority: Increase retention and persistence. College Values: Students, Staff, Diversity, Decision-making, Instruction</p>	
<p align="center">Potential Institutional Activities for 2013-14</p>	<p align="center">Associated College-Wide Targeted Tasks</p>
<p>1) Redevelop and enhance the first year experience curriculum and co-curricular programming.</p>	<ul style="list-style-type: none"> • Redevelop student success support courses and integrate modules into area coursework. • Enhance co-curricular programs and offerings including athletics, activities, intramurals, etc. • Create an environment where students are able to make connections outside the classroom with each other and with faculty and staff. • Upgrade and add informal meeting areas on campus
<p>2) Identify, monitor and track first year student success to increase retention and persistence.</p>	<ul style="list-style-type: none"> • Mandatory New Student Advising sessions (NSA's) and ensure online NSA is available • Develop a widely understood and used Early Alert system for students facing difficulty • Further develop counseling and advising including faculty advising. • Develop methods for identifying and anticipating student course needs so that supply can be more aligned with demand • Identify areas that could benefit from, and research alternate instructional delivery and scheduling models that would better meet student needs. • Enhance career services offerings.
<p>3) Make student entry and enrollment processes user friendly and intuitive.</p>	<ul style="list-style-type: none"> • Analyze and improve student admission and registrations processes. • Consider and implement some or all of the mandatory processes that research shows are high impact practices for student success: <ul style="list-style-type: none"> ○ admission application for degree/certificate seeking students ○ placement tests (or demonstration of requirement met via external courses or SAT/ACT) ○ pre-requisite checking ○ New Student Experience • Eliminate late registration without instructor consent • Enhance ID cards
<p>4) Increase students' understanding of the career options, job market and value of their chosen field of study.</p>	<ul style="list-style-type: none"> • Communicate added value of program participation to students. • Ensure program curriculum is current, relevant, and aligned with transfer or workforce requirements. • Communicate actual total program costs and anticipated salary information.

CCC 2013-16 Strategic Priority: Stabilize the college's fiscal health.	
College Values: Community, Students, Staff, Environment, Decision-making, Instruction	
Potential Institutional Activities for 2013-14	Associated College-Wide Targeted Tasks
1) Maintain the college's AA bond rating through close monitoring of college financial affairs and implementation of the 13-14 budget action plan.	<ul style="list-style-type: none">• Understand the college's anticipated budget gap, the five-year plan for closing that gap, and the budget action plan for 13-14.• Review college reserve policy to determine if the 6% minimum level is adequate.• Create and use additional financial reports that provide information to guide decision-making.
2) Continue to gather feedback and use the creativity of the college community to identify and research recommendations for budget reduction and revenue enhancement.	<ul style="list-style-type: none">• Review and synthesize feedback from budget surveys and other input from the college community to identify research areas.• Use Budget Advisory Group leadership to research and develop recommendations for action.• Assess the results of budget actions from 12-13 and use the results to inform and refine future plans.
3) Identify and communicate CCC's critical needs for consideration in development of potential bond measure.	<ul style="list-style-type: none">• Identify critical needs for<ul style="list-style-type: none">• Instructional and other equipment• Technology• Complete a Strategic Facility Assessment involving architectural review of existing facilities, interviews with staff and review of current and future program needs. The report will contain recommendations for replacement or growth of CCC's infrastructure and buildings.• Document and communicate the rationale for needed improvements.

<p style="text-align: center;">CCC 2013-16 Strategic Priority: Improve community connections.</p> <p style="text-align: center;">College Values: Community, Students, Staff, Diversity, Environment, Decision-making, Instruction</p>	
<p style="text-align: center;">Potential Institutional Activities for 2013-14</p>	<p style="text-align: center;">Associated College-Wide Targeted Tasks</p>
<p>1) Determine the alignment of CCCs programs with current and projected regional workforce needs.</p>	<ul style="list-style-type: none"> • Gather and analyze current and projected regional workforce needs in comparison with certificate and degree programs in each area of the college. • Identify areas of misalignment and create an associated action plan.
<p>2) Develop a Strategic Outreach Plan based on Imagine Clackamas/ Community Engagement findings and establish channels for effective two-way communication with our communities.</p>	<ul style="list-style-type: none"> • Departments/programs work with Outreach Team to review Community Engagement findings and develop implementation plans. • Understand how departments and programs communicate with the community and other stakeholders. • Develop a coordinated plan for communication with our communities.
<p>3) Improve “what CCC is and does” messaging at all levels of operation with internal and external stakeholders.</p>	<ul style="list-style-type: none"> • Communicate alignment with and responsiveness to regional employment needs. • Communicate clearly what taxpayers are getting for their tax dollars. • Clearly explain the economic benefit of CCC to the community.
<p>4) Strengthen our presence in Estacada, Molalla and Canby in partnership with the local school districts, municipalities and local business/industry.</p>	<ul style="list-style-type: none"> • Identify departments and programs that are actively working in these communities, such as SBDC, CTDS, Student Recruitment, Community Education, etc. • Develop a common purpose for activities in each community and a coordinated plan for outreach, communication, and programming.