

<p align="center">CCC 2013-16 Strategic Priority 1: Increase retention and persistence. College Values: Students, Staff, Diversity, Decision-making, Instruction</p>	
<p align="center">Institutional Activities 2013-14</p>	<p align="center">College-Wide Targeted Tasks 2013-14</p>
<p>1) Redevelop and enhance the first year experience curriculum and increase connections outside the classroom among students and between students and faculty and classified staff.</p>	<ul style="list-style-type: none"> • Redevelop student success support courses and integrate student success modules into subject area coursework. • Develop a campus-wide understanding of findings and top recommendations of the FoE Dimension Teams; implement at least one enhancement in every department that supports and encourages first year students. • Enhance and add informal meeting areas and opportunities on campus that encourage students to make connections outside the classroom with each other and with faculty and classified staff; implement approved recommendations from the Learning Center Task Force. • Identify, research, and implement at least two campus-wide diversity initiatives.
<p>2) Identify, monitor and track first year student success to increase retention and persistence.</p>	<ul style="list-style-type: none"> • Develop and pilot an Early Alert system for students. • Develop methods for identifying and anticipating first-year student course needs and ensure course availability and scheduling facilitates student progress. • Research and implement effective strategies to address high enrollment courses with high rates of non completion (D, W, F, I, NP).
<p>3) Make student entry, enrollment, and enrollment support processes more robust, user friendly, and supportive of student success.</p>	<ul style="list-style-type: none"> • Considering the recommendations from the pilot program in Spring 2012 and additional research, implement vetted and approved recommendations regarding: <ul style="list-style-type: none"> ○ mandatory New Student Advising sessions (NSA's) and New Student Experience sessions (NSE's) ○ mandatory applications for admission ○ mandatory placement tests or other demonstration that requirements have been met ○ enforcement of pre-requisites. • Analyze and improve student admission and registration processes. • Implement researched, vetted, and approved recommendations regarding late registration and instructor consent policies. • Identify and implement processes that enable transfer students to more clearly identify "majors" and connect with "major" specific faculty advising.
<p>4) Increase new and prospective students' understanding of the value of their chosen field of study.</p>	<ul style="list-style-type: none"> • Communicate to students in instructional programs the added value of participation in those programs. • Ensure curriculum in instructional programs is current, relevant, and aligned with transfer or workforce requirements. • Communicate actual total costs of instructional programs and, for CTE, career options, job market, and anticipated salary information.

<p style="text-align: center;">CCC 2013-16 Strategic Priority 2: Increase credential completions, transfers, and job placements. College Values: Community, Students, Staff, Diversity, Decision-making, Instruction</p>	
Institutional Activities 2013-14	College-Wide Targeted Tasks 2013-14
<p>1) Implement completion coaching and career coaching structures to support students.</p>	<ul style="list-style-type: none"> • Fully implement processes to identify students near to completion and provide completion and career coaching. • Develop methods for identifying and anticipating course needs for students nearing completion and ensure course availability and scheduling facilitates completion. • Pilot Reverse Transfer with at least two four-year partners. • Increase credential completion and job placement in career and technical programs by incorporating robust internships and CWE opportunities.
<p>2) Broaden student understanding and visibility of existing relationships with partner four-year institutions and identify high priority areas for new relationships.</p>	<ul style="list-style-type: none"> • Update and increase visibility on campus of existing articulation relationships • Promote existing articulation relationships with potential students • Identify areas where there is a clear need for a stronger partnership(s) and articulations with a four-year institution. • Establish at least four new articulation relationships with four-year institutions. • Develop and promote at least three AS Degrees.
<p>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.</p>	<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. • Update and expand guidelines and methods that allow credit for prior learning to be used to meet credential requirements.
<p>4) Implement a well-defined process for regular, timely discussion and response in a rapidly changing environment while maintaining and enhancing instructional excellence and fostering innovation.</p>	<ul style="list-style-type: none"> • Evaluate and modify, as needed, current council and committee structures and decision-making processes to insure they are inclusive and allow timely decision-making. • Implement responses for at least two major instructional challenges or innovations.

<p style="text-align: center;">CCC 2013-16 Strategic Priority 3: Stabilize the college's fiscal health.</p> <p style="text-align: center;">College Values: Community, Students, Staff, Environment, Decision-making, Instruction</p>	
Institutional Activities 2013-14	College-Wide Targeted Tasks 2013-14
1) Support and implement the 2013-14 budget action plan.	<ul style="list-style-type: none"> • Adjust for and manage changes in resources as reflected in the 2013-14 budget action plan. • Use financial and other reports as tools and resources to guide effective budget decision-making throughout the college to stay at or below budgeted spending levels.
2) Use gathered feedback and the creativity of the college community to identify budget actions for 2014+.	<ul style="list-style-type: none"> • Assess the results of budget actions from 2012-13 and use the results to inform and refine future plans. • Review and synthesize college community input from budget surveys, Blueprints, forums, etc. • Use Budget Advisory Group leadership to research and develop recommendations for future budget action plans.
3) Identify 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 • Computer 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. • Incorporate community and internal needs and vision into facility improvement plan. • Document and communicate the rationale for needed improvements.

<p align="center">CCC 2013-16 Strategic Priority 4: Improve community connections.</p> <p align="center">College Values: Community, Students, Staff, Diversity, Environment, Decision-making, Instruction</p>	
<p>Institutional Activities 13-14</p>	<p>College-Wide Targeted Tasks 2013-14</p>
<p>1) Determine the alignment of CCCs programs with current and projected regional workforce needs.</p>	<ul style="list-style-type: none"> • Instructional Divisions <ul style="list-style-type: none"> ○ Gather and analyze division-related current and projected regional workforce needs ○ Compare to certificate and degree programs offered and identify areas of misalignment. • Instructional Departments <ul style="list-style-type: none"> ○ Update labor market information and evaluate the need for new or modified programs ○ Review and revise program outcomes as needed to maintain currency and meet accreditation requirements. ○ Implement, per two-year schedule, the enhanced program review processes developed in 12-13.
<p>2) Develop a Strategic Outreach Plan based on Imagine Clackamas/ Community Engagement findings.</p>	<ul style="list-style-type: none"> • Organize an Imagine Clackamas oversight committee to develop and steer a community outreach plan. • Review existing forms of outreach communication throughout the college. • Review Imagine Clackamas findings with departments/programs/services so they understand what it means to them. • Implement short-term action steps from Imagine Clackamas online survey and focus groups.
<p>3) Improve CCC messaging at all levels of operation with internal and external stakeholders.</p>	<ul style="list-style-type: none"> • Communicate our alignment with and responsiveness to regional employment needs. • Clearly explain the economic benefit of CCC to the community and what taxpayers dollars are providing. • Identify and increase use of low cost, high impact ways to improve CCC name recognition, i.e. hosting high profile, broad-reaching community events such as the annual breast cancer walk, citizen emergency response training exercises or business fairs. • Hire a marketing consultant to begin research and analysis for CCC market repositioning. Convene a college wide steering group to guide the process.
<p>4) Strengthen relationships and better tell the CCC story with rural Clackamas – Colton, Estacada, Molalla, Beaver creek, and Canby – by developing a unified outreach approach.</p>	<ul style="list-style-type: none"> • Identify departments and programs that are actively working in these communities, such as Advanced College Credit, GED/AHSD, ESL, 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. • Have an entry or some memorable presence in multiple community activities or events, for example the Molalla Buckaroo Parade. • Begin gathering testimonials for CCCs 50th anniversary.