

Short Title	The Future of Community College Instructional Programs
1. Name	David Plotkin
2. Email	david.plotkin@clackamas.edu
3. Department	Instruction and Student Services
4. Please briefly describe your idea	The Future of Community College Instructional Programs: Instructional administrators propose hiring a consultant to conduct workforce research into the following questions: What skills and knowledge will workers need in a Post-COVID world? What job types are expanding? What are the latest thoughts on the effects of automation and technology on workforce needs? We have some employees with expertise in this area, but they have very limited capacity to pull together the kind of comprehensive report that we envision. The purpose of this work is to fill a gap in CCC's former and current strategic plan by providing a resource for future program revision and development. This is often the centerpiece of an Academic Plan. CCC has been relying on an integrated planning process that incorporates academic planning, but has not addressed this key need in a comprehensive way. Ultimately, we hope the product of this consultation will guide us in terms of future opportunities for developing curriculum, identifying areas of need that the college is not addressing, and sparking ongoing growth and innovation.
5. Indicate the strategic priority that this project supports. (check all that apply)	Excellence in Teaching and Learning Holistic Student Support Diversity, Equity & Inclusion Organizational Health Community Connections
6. How does your idea support the College's strategic priorities?	1) Provide a resource for the Instruction and Student Services team and the Excellence in Teaching and Learning Strategic Priority implementation team, as the college works to define best practices in teaching and learning. 2) Provide further guidance to students regarding their career pathways, supporting the Holistic Student Support priority and guided pathways. 3) Demonstrate a future-oriented drive by the college to ensure the relevance of our offerings to our community, addressing our Community Connections priority. 4) Provide innovative ideas about future programs that will support the college's mission and generate revenue, thereby supporting Organizational Health. The product of this consultation will identify new and relevant areas of curriculum design and delivery, providing a resource for the Excellence in Teaching and Learning priority. It will also provide further insight into future careers for our students, enriching our existing career services and Educational Focus Area introductory courses. By guiding us to programs that support growing areas of workforce demand, over the long term we can launch programs that support the mission and generate revenue. Finally, reaching out to industry, school districts, nonprofit, and government partners through informed interviews will demonstrate our commitment to listening and potentially provide these partners with ideas from which they can profit.
7. What contribution would this project make to the Diversity, Equity and Inclusion Strategic Plan? How does it contribute?	One criteria for hiring a consultant would be knowledge of and experience in serving systemically non-dominant populations. They would need to be familiar with our DEI strategic plan and Interim Decision-making Framework, in order to guide their research. We would want to explore future programs that clearly provide entries into career pathways that have no glass ceilings or obstacles to advancement for systemically non-dominant groups, or have significant benefit for those groups. The Early Childhood Education program in Spanish is a recent example of ground-breaking innovation at CCC. We want the product of this consultation to lead us to other, similar possibilities. This would therefore support DEI Goal 2.3: "Reduce barriers for recruiting and onboarding underrepresented and underserved students" by providing future

	program and career pathways that are designed to support systemically non-dominant students.
8. What problem, need or gap in service will be addressed? What evidence is readily available to illustrate the need or support the goal(s) of the project? Please include links to data sources if known.	<p>While the college has access to labor market information, it does not have personnel with both the necessary expertise and the time to dedicate to a process that both synthesizes a number of external sources and then applies that knowledge to our local circumstances. Currently, we are reacting to others' ideas about future programming, or at best, pieces that individuals bring into conversations. In addition, the complexity of the post-COVID landscape is considerable. For the institution to thrive and lead, we need to craft all the data and information to which we have access into meaningful insights we can use for future planning. We anticipate the product of this consultative work will draw on external sources such as: EMSI, local economic modelling, information from the Brookings Institute and McKinsey & Company, and a review of innovative community colleges across the country, for instance those that have received Aspen or Bellwether awards. In addition, we will use recent community responses from our strategic planning work, as well as interviews with internal stakeholders and current local partners in various industries and organizations, to drill down to the local level.</p> <p>https://www.economicmodeling.com/ https://www.oregon.gov/lcd/UP/Pages/Economic-Development.aspx https://www.brookings.edu/topic/higher-education/ https://www.mckinsey.com/featured-insights https://www.mckinsey.com/featured-insights https://bellwethercollegeconsortium.com/award-recipients/</p>
9. What is the benefit of this project (e.g. revenue potential, impact on student enrollment, retention, completion, etc.)?	The immediate benefit would be data contributions for several of our strategic priorities and existing instructional programs. This project could also provide valuable information as we prepare for a 2024 bond campaign. The long term potential is that we establish clear and relevant programs that address future needs, link us to our partners in Clackamas County, and explore educational opportunities that serve our mission. We would also need to focus on opportunities that have sufficient student demand to increase enrollment and provide revenue contributions to the college.
10. What activities will be proposed in the project?	We propose hiring a consultant to provide research and project management for a six month project, including secondary research, environmental scanning and some additional interviews or focus groups with college stakeholders.
11. Identify stakeholders who will likely be involved in the project planning or delivery.	The Vice President of Instruction and Student Services and the Instruction and Student Services Deans and Associate Deans.
12. How do you think success could be measured for this project?	The product of the consultation provides recommendations that support the college's mission, and are feasible based on the college's financial, human resource, and facility capacities.
13. Describe the investment (time, funds, etc.) that would probably be needed to get this project off the ground.	We anticipate that this project could require up to \$50,000. While it is possible to reduce the scope of the project, this is an extraordinary opportunity to support our new strategic priorities at their outset and provide a key resource for program improvement and development for the next decade. Total time from college personnel is estimated to be 40 hours over a 6-9 month period, in order to identify and provide direction to a consultant.
14. Have you identified a grant or other funding source to help cover related expenses?	No

<p>15. If yes to 14, please provide more information about the grant or other funding source.</p>	
<p>16. Beyond the start-up costs, is additional or ongoing funding required to maintain this project in the future? If so, please describe the costs (amounts, frequency, etc.) as well as if you have identified sources for ongoing funding.</p>	<p>No ongoing costs for this project. The product of this consultation should suggest new or revised instructional programs, but the revision or launch of those programs would be a separate project.</p>
<p>17. What level of urgency best fits your idea?</p>	<p>Immediate, needs to be explored within next 1-3 months</p>
<p>18. If you answered "other" in question 17, please describe.</p>	
<p>19. Please include additional information you would like to share:</p>	
<p>20. Please share any questions you have for the Innovation Team:</p>	

Survey for this Innovation Fund request: <https://forms.gle/NHakVxQTJzHbG1636>