

# Strategic Plan Progress Report

*March 2023*



Education That Works



# Context

- CCC launched our strategic plan in fall '21
- The strategic plan spans through Spring '26
- Updated mission, vision, and values statements
- Five strategic priorities, each with indicators and actions



# Clackamas Community College

## Strategic Plan Fall 2021 – Spring 2026

<b>VISION</b> Empowering individuals, strengthening communities.	<b>MISSION</b> As our community's college, we cultivate equitable, innovative, and responsive education.	<b>VALUES</b> Learning: CCC is committed to continuous improvement and innovation in support of student-centered teaching and learning Equity: CCC is committed to understanding and dismantling systems of oppression and to co-creating a more equitable educational system that in turn fosters a more equitable society Student success: CCC strives to be a student-ready institution that supports and partners with students to promote discovery and growth Community: CCC works to mobilize community-wide awareness and action related to College strategic priorities and seeks to build relationships in support of community well-being Belonging: At CCC, individuals are celebrated for their experience and expertise, validated for their unique perspectives, and engaged in ways that reflect their needs and interests	<b>POSITION</b> We collaborate to create a shared understanding of present and future needs and opportunities, to infuse our offerings with the highest possible quality and relevance, and to empower the kind of learning and discovery that will have positive and long-lasting impacts for our students and community.
<b>STRATEGIC PRIORITIES</b>	<b>STRATEGIC INDICATORS</b>		<b>STRATEGIC ACTIONS</b>
<b>Excellence in Teaching and Learning</b> Lead and support ongoing development and improvement of equitable innovative and responsive learning environments for students and employees	<ul style="list-style-type: none"> <li>Quality of student learning experience as measured by student engagement surveys</li> <li>Teaching and learning survey results indicate positive progress regarding implementation of equitable best practices</li> <li>Employees report understanding and confidence in supporting student learning and feel they have the necessary tools to enact their role effectively</li> </ul>		<ul style="list-style-type: none"> <li>Define and implement equitable best teaching and learning practices</li> <li>Utilize student and employee feedback and student outcomes to improve teaching and learning practices</li> <li>Invest in equitable, innovative, and responsive professional development and learning</li> </ul>
<b>Holistic Student Support</b> Collaborate with students both in and out of the classroom to understand and respond to their needs and goals	<ul style="list-style-type: none"> <li>CCC employees confidently and consistently connect students to the services they need</li> <li>Students' ease of access to services is improved</li> <li>Students' sense of belonging and connectedness to CCC is increased</li> </ul>		<ul style="list-style-type: none"> <li>Finalize and implement a strategic enrollment management plan for CCC.</li> <li>Use SEM plan to focus, align, and cultivate new resources used in support of goals related to access, enrollment, retention, and completion.</li> <li>Launch ongoing evaluation of SEM tactics to ensure continuous improvement.</li> </ul>
<b>Diversity, Equity &amp; Inclusion</b> Attract, retain, and uplift systemically non-dominant students and employees	<ul style="list-style-type: none"> <li>Annual action plans are created for implementation of the DEI strategic plan, leading to comprehensive implementation of the full DEI strategic plan by SP28.</li> <li>Increased employee use, and growth in confidence in applying the DEI Framework to policies, procedures, and decisions.</li> <li>Establish baseline information regarding the factors impacting the retention of non-dominant students and employees.</li> </ul>		<ul style="list-style-type: none"> <li>Modify and regularly deploy DEI Climate Survey, including strategies to collect information about factors impacting the retention of non-dominant students and employees.</li> <li>Create tracking process for use of DEI Framework. Track current use of DEI Framework, and assess for ease and understanding of use. Build support tools to compliment use of DEI Framework.</li> <li>Extend DEI planning efforts beyond the current three-year strategic plan ending in spring 2023, in alignment with the College's strategic plan ending spring 2026</li> </ul>
<b>Organizational Health</b> Strengthen our organizational culture, our systems, and our stewardship of resources in order to better empower employees to fulfill our central mission: serving the community with high-quality education and training	<ul style="list-style-type: none"> <li>Develop and implement a multi-year cycle for review of and revision to major processes</li> <li>Demonstrated growth related to organizational learning objectives</li> <li>Campus climate survey results indicate positive progress regarding key measures</li> </ul>		<ul style="list-style-type: none"> <li>Commit to continuous quality improvement of major processes, including the College's approach to the CQI cycle.</li> <li>Coordinate and improve the approach to empowering employees through training and transfer of knowledge</li> <li>Create and curate a knowledge base of operational documentation</li> <li>Implement an Employee Climate Survey</li> </ul>
<b>Community Connections</b> Cultivate and nurture responsive and sustainable community relationships	<ul style="list-style-type: none"> <li>Establish an approach to measure the health of our community relationships</li> <li>Increase in the number of formal partnerships in areas of community need</li> </ul>		<ul style="list-style-type: none"> <li>Develop and implement an approach to assess the health of our relationships</li> <li>Align our relationship tracking, systems, and supports</li> <li>Engage thoughtfully and intentionally with our community</li> </ul>

Updated July 2022



# Context

- Five implementation teams have created action plans, inspired by indicator/action statements; organizing related efforts
- We'll offer quarterly updates regarding their efforts via public forums, and the website: [www.clackamas.edu/strategic-planning](http://www.clackamas.edu/strategic-planning)

# Excellence in Equitable Teaching and Learning

- Team Members:

- Carol Burnell (co-chair)

- Josh Aman (co-chair)

- David Plotkin (sponsor)

- Jen Miller

- Jil Freeman

- Carrie Kyser

- Kelly Mercer (on sabbatical)

- DW Wood

- Sue Goff

- Joseph Shelton

- Katrina Kline

# Excellence in Equitable Teaching and Learning

- Areas of emphasis:
  - Defining equitable best teaching and learning practices
  - Supporting use of best practices via professional development
  - Measuring effectiveness of practices through ongoing assessment; adjusting course as needed

# Excellence in Equitable Teaching and Learning

- Progress report:
  - On track to share elements of Equitable Teaching & Learning practices by the end of spring 2023.
  - Elements will evolve; current version will inform EYES questions, PD offerings (Fall '23 and beyond)



# Holistic Student Support

- Team Members:
  - Jennifer Anderson (chair)
  - Tara Sprehe (sponsor)
  - Kattie Riggs (sponsor)
  - Ashley Sears
  - Jim Martineau
  - J Anderson
  - Paul Allen
  - Casey Layton
  - SEM Tactics Leads!



# Holistic Student Support

- Areas of emphasis:
  - Finalize and implement a SEM plan
  - Use the SEM plan to focus and align resources with enrollment and retention goals
  - Evaluate SEM tactics, using established indicators for each tactic (see full SEM plan on ARC website)

# Holistic Student Support

- Progress report:
  - Week 9: up in FTE by 3.3% (year-to-date); FTE for winter term is up 6.1%. Headcount is down 6.5% (year-to-date) and down winter term by 3.8%. Decrease in the number of students taking 0-5 credits.
  - SEM Tactic leads meet regularly to identify overlaps, points of collaboration; additional alignment work in progress with DEI Hustle Huddle.

# Diversity, Equity, Inclusion

- Team members:
  - Casey Layton (sponsor)
  - Tim Cook (sponsor)
  - Melissa Padron
  - Virginia Chambers
  - Britany Ellerbrook
  - Kirby Gleason
  - RB Green
  - Aldene Okihara
  - Susan Martin
  - Shanna Schacher
  - Tara Sprehe
  - J Anderson
  - John Ginsburg

# Diversity, Equity, Inclusion

- Areas of emphasis:
  - Implementation of the DEI strategic plan
  - Increased use and confidence in application of the DEI Framework
  - Collaboration on a climate survey

# Diversity, Equity, Inclusion

- Progress report:
  - Partnered with IR to crosswalk DEI Strategic Plan, SEM plan (ETL crosswalk meeting to follow)
  - Collaborating with Shared Governance Redesign teams to align Framework and SG decision-making resources
  - Continued collaboration on climate survey development

# Organizational Health

- Team members:
  - Maria Sorrentino (co-chair)
  - Elizabeth Cole (co-chair)
  - Melissa Richardson (sponsor)
  - Jenny Miller
  - Elizabeth Carney
  - Jane Littlefield
  - Mary Jean Williams
  - Sonimar Poppe
  - Kathy Bronson
  - Ethelind Mizar

# Organizational Health

- Areas of emphasis:
  - Continuous improvement of major College processes
  - Creating a knowledge base of “how CCC works”
  - Collaboration on a climate survey
  - Empowering employees through improved approaches to transfer of knowledge



# Organizational Health

- Progress report:
  - Working on a synthesis of themes from research regarding what qualifies as major process.
  - Spring 2023 survey to build wishlist/inventory for knowledge base; will mine Year Six and Seven reports for links/resources as well.
  - Collaborating with DEI, research team on developing the climate survey.

# Community Connections

- Team members:
  - Tory Blackwell (co-chair)
  - Sunny Olsen (co-chair)
  - Lori Hall (sponsor)
  - Debra Mason
  - Wesley Buchholz
  - Jenny Miller
  - Irene Konev
  - Bob Cochran
  - Tom Brown
  - Sally Noble
  - Adrienne Phillips
  - Amy Cannata
  - Laura Lundborg

# Community Connections

- Areas of emphasis:
  - Establish an approach to measuring health of community relationships
  - Collaborate on strategies to inventory relationships, and track contacts, with key community partners
  - Support growth and strengthening of partnerships in areas of need

# Community Connections

- Progress report:
  - Finished internal focus groups, moving into external focus groups spring 2023 (input will help define “healthy,” and means for future assessment)
  - Connecting with peer institutions (Louisiana) regarding enterprise-level approaches to mapping relationships—including use of a CRM/tracking system.

# Of note:

- Overlap between strategic priorities and proposed Shared Governance Councils is a known thing
- SG chartering workgroups include overlapping membership with SP implementation teams
- Working to integrate, streamline, etc.

# Thanks!

- Full progress reports will be posted to web ASAP
- Questions?
  - [jason.kovac@clackamas.edu](mailto:jason.kovac@clackamas.edu)
  - [lisa.reynolds@clackamas.edu](mailto:lisa.reynolds@clackamas.edu)
- [www.clackamas.edu/strategic-planning](http://www.clackamas.edu/strategic-planning)