

Strategic Plan Progress Report

December 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

VISION Empowering individuals, strengthening communities.	MISSION As our community's college, we cultivate equitable, innovative, and responsive education.	VALUES 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	POSITION 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.
STRATEGIC PRIORITIES	STRATEGIC INDICATORS		STRATEGIC ACTIONS
Excellence in Teaching and Learning Lead and support ongoing development and improvement of equitable innovative and responsive learning environments for students and employees	<ul style="list-style-type: none"> Quality of student learning experience as measured by student engagement surveys Teaching and learning survey results indicate positive progress regarding implementation of equitable best practices Employees report understanding and confidence in supporting student learning and feel they have the necessary tools to enact their role effectively 		<ul style="list-style-type: none"> Define and implement equitable best teaching and learning practices Utilize student and employee feedback and student outcomes to improve teaching and learning practices Invest in equitable, innovative, and responsive professional development and learning
Holistic Student Support 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"> CCC employees confidently and consistently connect students to the services they need Students' ease of access to services is improved Students' sense of belonging and connectedness to CCC is increased 		<ul style="list-style-type: none"> Finalize and implement a strategic enrollment management plan for CCC. Use SEM plan to focus, align, and cultivate new resources used in support of goals related to access, enrollment, retention, and completion. Launch ongoing evaluation of SEM tactics to ensure continuous improvement.
Diversity, Equity & Inclusion Attract, retain, and uplift systemically non-dominant students and employees	<ul style="list-style-type: none"> Annual action plans are created for implementation of the DEI strategic plan, leading to comprehensive implementation of the full DEI strategic plan by SP28. Increased employee use, and growth in confidence in applying the DEI Framework to policies, procedures, and decisions. Establish baseline information regarding the factors impacting the retention of non-dominant students and employees. 		<ul style="list-style-type: none"> Modify and regularly deploy DEI Climate Survey, including strategies to collect information about factors impacting the retention of non-dominant students and employees. 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. 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
Organizational Health 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"> Develop and implement a multi-year cycle for review of and revision to major processes Demonstrated growth related to organizational learning objectives Campus climate survey results indicate positive progress regarding key measures 		<ul style="list-style-type: none"> Commit to continuous quality improvement of major processes, including the College's approach to the CQI cycle. Coordinate and improve the approach to empowering employees through training and transfer of knowledge Create and curate a knowledge base of operational documentation Implement an Employee Climate Survey
Community Connections Cultivate and nurture responsive and sustainable community relationships	<ul style="list-style-type: none"> Establish an approach to measure the health of our community relationships Increase in the number of formal partnerships in areas of community need 		<ul style="list-style-type: none"> Develop and implement an approach to assess the health of our relationships Align our relationship tracking, systems, and supports Engage thoughtfully and intentionally with our community

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

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
 - DW Wood
 - Sue Goff
 - Joseph Shelton
 - Katrina Kline

Excellence in 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 Teaching and Learning

- Progress report:
 - Fall 2023 baseline survey with faculty, regarding understanding/confidence in application of EETL elements
 - Crosswalk with EYES questions created, to gauge student experience with EETL elements
 - Meeting with IR in January 2024 for analysis, next-step planning
 - Participating in SP Professional Development group (with OHIT, DEI); collaborative planning for PD

Holistic Student Support

- Team Members:
 - Tara Sprehe (chair)
 - Kattie Riggs (sponsor)
 - Jennifer Anderson
 - 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:
 - SEM Stars engaged with tactical leads over fall 2023 for indicators 101, project management tips/tricks, building project charters
 - Of 12 tactics related to FTE/Headcount goals, 4 are complete, and 7 are on track
 - 6 tactics related to connecting students to services; 2 complete, 4 on track
 - *From team working on dropout prevention: This team is looking to develop a mechanism that asks students to indicate their reason for needing to drop a course and then identifying a system that would prevent a student from completely dropping out (if this is deemed as something we want to do). The team will build intervention strategies based on the reasons students indicate for dropping.*

Holistic Student Support

- Progress report:
 - 12 tactics related to student ease of access to services; 3 completed, 6 on track
 - 4 tactics related to student belonging; 2 completed, 1 on track
 - *From team working to streamline intake application: This team enhanced the intake process that has led to a significantly updated admission application and student update form. These forms allow us to identify additional resources needed based on student population (e.g. gender, program of study, student-parents), better understand why students are attending CCC, and place students into the appropriate Educational Focus Area. All of this data collection allows us to create personalized communication and support to our students.*

Diversity, Equity, Inclusion

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

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:
 - Shout out from the DEI team to Emily Cavaliere, a leader in redesign of the Equity Lens tool (thanks, Emily!)
 - New tools and support materials are in with CRM for a visual spruce-up
 - Key collaborator in Climate Survey work; 13 focus groups complete, another lap planned for spring 2024

Diversity, Equity, Inclusion

Focus group facilitators!

- Ariane Rakich
- Ashley Sears
- Britany Ellerbrook
- Casey Layton
- Felicia Arce
- Fernando Sobrevilla
- Gabby Sloss
- Jay Anderson
- Kara Leonard
- Kirby Gleason
- Klaudia Cuevas
- Melissa Padron
- Miranda James
- Sara Ford Oades
- Tami Harper

Organizational Health

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

Organizational Health

- Areas of emphasis:
 - Support for efforts to improve 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:
 - Will be in the spotlight at the January 19th College Council meeting to unveil their knowledge base
 - Ally to work in budget process redesign, shared governance redesign, and CQI redesign
 - Another key partner in climate survey work—co-strategist for focus group training and implementation

Community Connections

- Team members:
 - Tory Blackwell (co-chair)
 - Sunny Olsen (co-chair)
 - Lori Hall (sponsor)
 - Debra Mason
 - Wesley Buchholz
 - Jenny Miller
 - Irene Konev
 - Sarah Parker
 - Tom Brown
 - Adrienne Scritsmier
 - 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:
 - Focus groups complete; now working to explore themes (Appreciation and Mutual Trust, Organizational Complexity, Relationship Management, Communication Channels & Content, Opportunities to Participate) via internal and external surveys; ultimately, all of this input will be used to define elements of healthy relationships (and create a means by which we measure those elements)
 - Working with Admissions & Recruitment, Foundation, Education Partnerships to review tools that could aid in increasing/strengthening partnerships (CRM)

We have five strategic plan priorities, and five shared governance councils.

Strategic Priorities

Excellence in Equitable Teaching & Learning

Holistic Student Support

Diversity, Equity, Inclusion

Organizational Health

Community Connections

Shared Governance Councils

Teaching & Learning Council

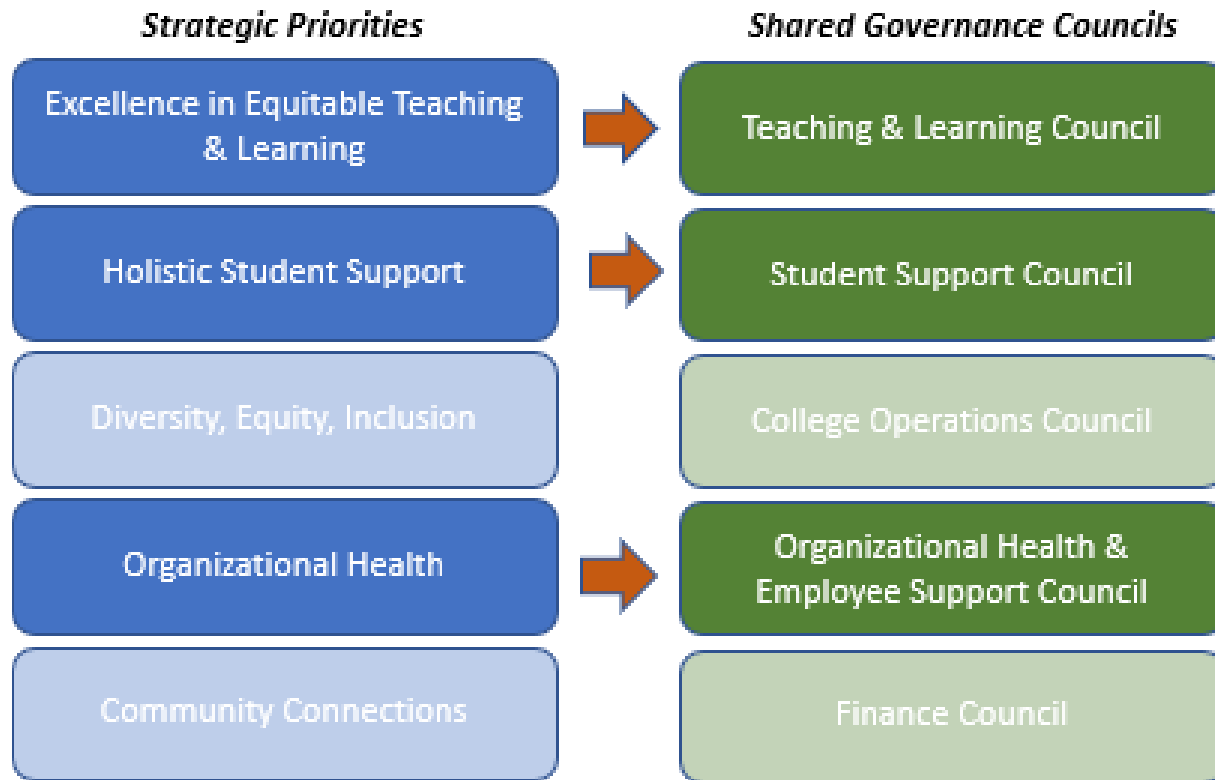
Student Support Council

College Operations Council

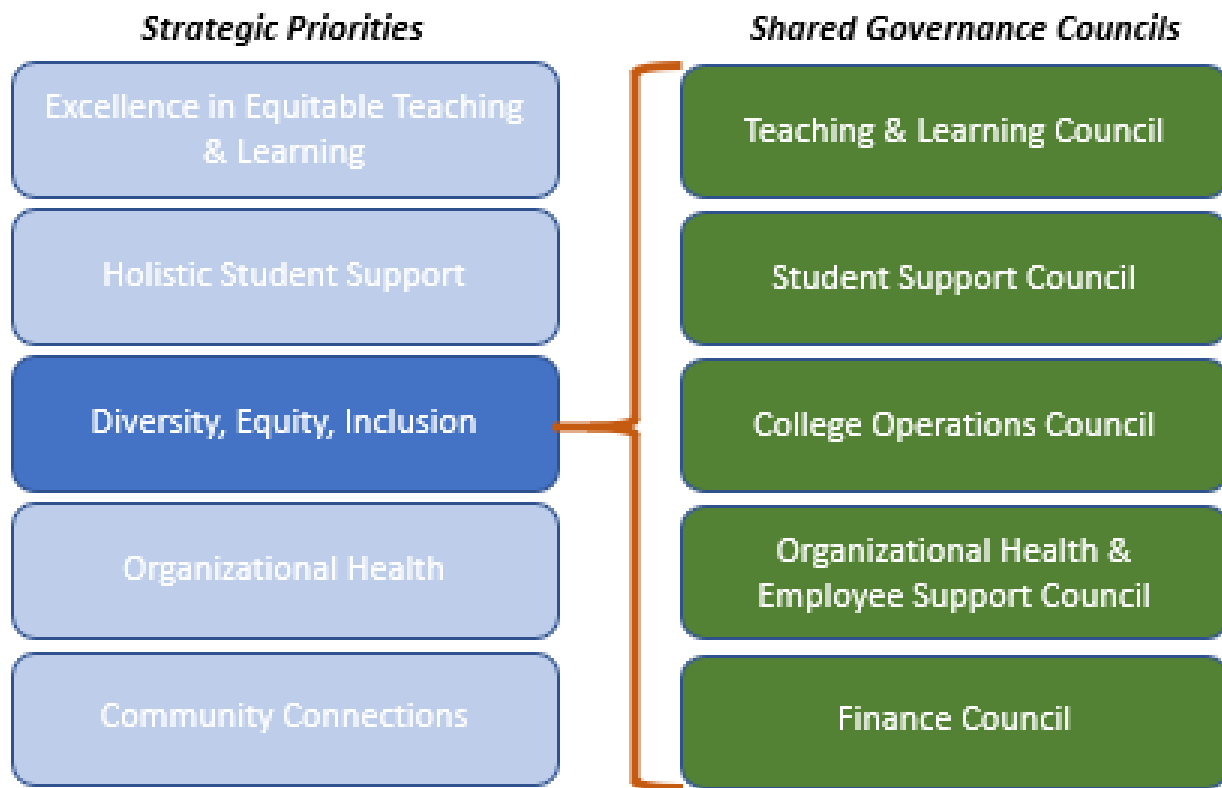
Organizational Health & Employee Support Council

Finance Council

Three of our strategic priorities have a strong match to one of our proposed Councils. In these cases, our continued work to implement the strategic plan will be embedded within the work of these Councils (though Councils' areas of focus will not be limited to these strategic priority actions).



Our DEI strategic priority will be infused through all of our shared governance councils. To accomplish this, we will offer customized DEI trainings and resources for Council chairs and members, and adopt an Ambassador program to ensure that all Councils have an embedded DEI resource person. DEI committees will continue to organize other College-wide efforts, as well.



Our community connections strategic priority also relates to all the Councils. The College will likely sustain an implementation team focused on community connections, whose leaders would participate in the Shared Governance oversight group. This will help foster strategic collaboration where appropriate.

Strategic Priorities



Shared Governance Councils



Thanks!

- Full progress reports will be posted to web ASAP
- Questions?
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- www.clackamas.edu/strategic-planning