

# 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

#### Excellence in Teaching and Learning

Lead and support ongoing development and improvement of equitable innovative and responsive learning environments for students and employees

### STRATEGIC INDICATORS

- 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

### STRATEGIC ACTIONS

- 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

- 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

- 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

- Annual action plans are created for implementation of the DEI strategic plan, leading to comprehensive implementation of the full DEI strategic plan by SP26.
- 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.

- 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

- 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

- 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

- Establish an approach to measure the health of our community relationships
- Increase in the number of formal partnerships in areas of community need

- 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