

Clatsop Community College

Strategic Plan for 2006-07

Board Approved 7-11-06

I. Being Learner Centered

- **Providing a student-centered learning environment**
- **Maintaining our open admission policy with equal educational access and opportunity**
- **Being learners ourselves, maintaining currency and creativity in both the content and delivery of our educational programs**

1. Increase course/section availability to students
 - a. Student satisfaction with course availability is to be better than the national average, as measured by the Noel-Levitz Student Satisfaction Inventory
 - b. Student satisfaction with course availability is to be better than prior reports of satisfaction, as measured by the Noel-Levitz Student Satisfaction Inventory
 - i. On the Fall 2004 Noel-Levitz survey the mean satisfaction difference between importance and satisfaction for the statement “Classes are scheduled at times that are convenient for me” was a -0.30, indicating that Clatsop’s students were less satisfied with our performance in this area than the national comparison group.
 - c. Assure that seats are available when students need a class
 - i. Scheduled seats-per-hour should exceed registration by not less than 10% and not more than 25%*
 - ii. Set and maintain seats-per-hour maximum of 400*
2. Achieve and maintain a Fall-to-Fall retention rate for 1st time full-time freshmen of 60%
 - a. CCC retention rate
 - i. For 2002 cohort was 49.3%
 - ii. For 2003 cohort was 46.15%
 - iii. For 2004 cohort is 50.7%
 - b. National retention rate is 47.2%
3. Achieve and maintain a 3-year 1st time full-time freshman graduation rate of 30%.
 - a. Fall 1999 rate was 21%
 - b. Fall 2000 rate was 20%
 - c. Fall 2001 rate was 25%
 - d. Fall 2002 rate was 17%
 - i. NOTE: Graduation “Rates” are designated by the Fall Term in which the cohort is admitted as a “1st Time, Full-Time Freshman” and indicates the percentage of the students in that cohort who have graduated from Clatsop within 3 academic years.

4. Improve advisor knowledge regarding transfer requirements of other schools to which our students wish to transfer
 - a. Student satisfaction with advisor knowledge is to be better than the national average, as measured by the Noel-Levitz Student Satisfaction Inventory
 - i. On the 2004, Noel-Levitz Student Satisfaction Survey, the gap between importance to students and their satisfaction with the service was 1.24; a decline in satisfaction from 2002, of 1.13. Gaps over 1.0 in importance and satisfaction are targets for improvement.
 - b. Advisors will be trained in providing support for students enrolled in co-admission and articulated programs
5. Enhance learning opportunities for students through ongoing technology planning and implementation
 - a. Review and update annual/multi-year technology plan
 - i. Develop and disseminate annual Technology Fee budget, incorporating both institutional and student input
 - b. Continue to develop online courses in each academic area
 - i. The primary purpose of on-line instruction at CCC is to provide current and potential students from Clatsop County greater access and choice in teaching/learning delivery methods and course availability. A secondary purpose is to extend educational services beyond the current geographical service area.
 - c. Provide our students, faculty, and staff with on-line access and support for student information and support services via OASIS (On-Line Admissions and Student Information System) including application/admission, registration, academic record, degree audit, and student accounts information and payment.
 - d. Develop specification for a technologically supported math instructional environment to improve mathematics course completion rates by 10%.

II. Being a Comprehensive Community College

- **Providing lower division transfer courses and programs**
 - **Providing a variety of professional technical courses and programs**
 - **Providing developmental courses and programs, and remedial assistance**
 - **Providing continuous learning opportunities**
1. Develop and renew partnerships to deliver quality and accessible education to our community
 - a. Establish “dual enrollment/co-admission” with other OUS institutions to provide for “seamless transfer”
 - b. Establish program articulation with PSU, OSU, WOU, and other institutions to provide course transfer options for students.

- c. Continue to establish high school-to-college course and program coordination that mitigates gaps and provides appropriate progression in the educational pathways for students
2. Develop and implement by Fall 2006 a program and course/section schedule that allows students to plan their coursework a full year in advance
 - a. Starting with Summer 2006, employ scheduling matrices and minimize course/section overlaps
 - b. Starting in Spring 2006, prepare and publish course schedule for the following academic year
 - c. Starting in Spring 2006, prepare and publish 3-year schedule for evening classes leading to an AAOT
 - d. Starting with the 2007-08 Catalog, include in course descriptions the terms in which the course will be offered
3. Increase effectiveness of teaching through application and utilization of program outcomes and assessment measures
 - a. Collect data for program outcomes
 - b. Incorporate program outcomes in program and faculty evaluations
 - c. Use of program outcomes assessment data and program evaluation data to change curriculum structure or instructional strategies as indicated. Prepare annual report for each program documenting assessment and use of data results
 - d. Review state-wide General Education outcomes with CCC General Education discipline outcomes
4. Develop and implement a small business marketing plan to create greater awareness of our presence and mission and to penetrate and support the regional business community
 - a. Develop at least 5 new training / client relationships to facilitate the generation of additional FTE and/or grant money requests
 - b. Develop 3 new partnerships to bring specialized training to coastal region
 - c. Increase internal marketing to the CCC campus staff and faculty for course delivery or referrals
 - d. Facilitate a greater utilization of South County Center with GED and ESL cohort and K-12 system
5. Develop and implement a plan to enhance community-wide cultural enrichment.
 - a. Implement a campus Arts & Cultural program utilizing Arts & Ideas Faculty Advisory committee
 - b. Advocate for the growth of local cultural development activities as they relate to economic development in our region
 - c. Provide a limited number of performance events that enhance College academic department programs and diversity

III. Being Accountable for Student Learning

Ensuring that students graduating from Clatsop Community College will have demonstrated the ability to:

- **Communicate effectively through writing, speaking, and imagery**

- **Solve problems with current and emerging discipline-appropriate technology**
 - **Act with integrity**
 - **Understand and appreciate diversity**
 - **Work competently through knowledge of content, mastery of skills, and effective work habits**
 - **Work effectively individually, collaboratively, and as a leader**
 - **Solve problems through critical and creative thinking**
 - **Demonstrate the skills and tools needed for life-long learning**
1. For each degree or certificate program at Clatsop Community College, document inclusion of Institutional Student Learning Outcomes (ISLO's) in program outcomes by June 2007.
 - a. In programs where ISLO's are included in program outcomes, identify and report where in the program each ISLO is assessed by December 2006
 - b. In programs where ISLO's are NOT included in program outcomes, revise program outcomes and obtain advisory committee approval of the revision by June 2007
 2. By April 2007 identify the means by which to assess each ISLO and set target levels of performance.
 - a. By June 2007,
 - i. collect initial performance data for each ISLO
 - ii. identify any gap between actual performance and target
 - iii. formulate plan for improving performance to close gaps
 - b. By July 2007, prepare consolidated report of student performance on ISLO's.

IV. Being Community Focused

- **Fostering positive and productive relationships in order to develop and improve College programs**
 - **Participating in the activities of community-based organizations**
 - **Encouraging public input**
 - **Promoting and maintaining the College as both cultural and educational center for the community**
1. Reaffirm connection between community and curriculum, utilizing visible and effective advisory committees for all program/degrees
 - a. Distribute "Role of Advisory Committee" handbook.
 - b. Review current advisory committee membership. Invite new members by October 2006
 2. Develop and publicize CCC Arts & Ideas calendar of events for 2006 – 2007
 - a. Sunday summer concerts series
 - b. Schedule minimum two benefit events for the PAC
 - c. Target specific audiences to increase awareness of Arts and Ideas events

3. Seeks opportunities to present Clatsop Community College community based events partnering with established art organizations
4. Continue partnership with PSU summer Haystack program
5. Continue “Conversation” series

V. Being a Quality Employer

- **Attracting and retaining the best qualified faculty and staff**
 - **Providing a congenial, cooperative atmosphere, that supports employee participation**
 - **Promoting employee job satisfaction, performance, and advancement opportunities**
 - **Maintaining a firm commitment to equal opportunity in pursuit of being a more diverse community**
1. Develop and implement Applicant On-line systems for maintaining part-time faculty and part-time temporary employee pools
 2. Develop and maintain compensation systems that attract and retain quality faculty and staff
 - a. Develop and implement a process for reviewing service/supervisory salaries
 - b. Identify and make progress toward PT faculty salary target
 - c. Develop and implement Employee On-line and HR/PY systems
 3. Develop and implement Position Control modules
 4. Develop and implement staff development opportunities that respond to the professional development needs and interests of all our employees
 - a. Provide management/supervisory training
 - b. Complete customer service training

VI. Being Here for Our Future

- **Continuously reviewing the educational and facilities needs of the College**
 - **Continuously engaging in effective long range planning**
 - **Effectively and efficiently managing the resources of the College in support of our learner-centered educational purposes**
 - **Adapting our programs to educational and technological advancements**
1. Update and implement student recruitment and marketing plans designed to achieve the enrollment targets of the college.
 - a. Achieve a 25% increase over 2002-03 student reimbursable FTE enrollment by the end of the 2007-08 academic year
 - i. This increase is necessary to maintain the current level of staffing
 - ii. 2002-03 student reimbursable FTE was 1524, resulting in a target FTE of 1905
 - iii. 2003-04 reimbursable FTE was 1373
 - iv. 2004-05 reimbursable FTE was 1535

- b. Achieve shorter term target of 1455 reimbursable FTE by 2005-06 in order to maintain current share of state funding
 - c. Achieve a 20% average penetration among all college-aged age categories for Clatsop County
 - i. 2002-03 penetration among Clatsop County residents 15-85 years old was 17.2%
 - ii. 2003-04 penetration among Clatsop County residents 15-85 years old was 14.3%
 - iii. 2004-05 penetration among Clatsop County residents 15-85 years old was 14.8%
 - b. Achieve a 30% average penetration among graduating seniors for Clatsop County school districts
 - i. 2002-03 penetration among Clatsop County high school graduates was 19.3%
 - ii. 2003-04 penetration among Clatsop County high school graduates was 18.9%
 - iii. 2004-05 penetration among Clatsop County high school graduates was 27.2%
- 2. Develop and maintain effective budget planning
 - a. Develop and maintain rolling three-year budget models
 - b. Build budgets that include a minimum \$100,000 “Contingency Reserve” in order to achieve and maintain a fund balance equal to 15% of total annual revenues
 - c. Decrease our dependence on State Timber Revenues in the Operating Budget of the college to no more than \$300K for FY07 and \$250K for FY08
 - d. Develop course and program fees to support supply, equipment, and equipment replacement needs specific to each program
- 3. Develop an integrated and comprehensive model for effective, efficient, and sustainable investment of institutional financial resources, incorporating
 - a. Benchmarks for Full Time / Adjunct Faculty instruction ratios
 - b. Benchmarks for distribution of budgeted operating expenses across standard “Program” areas
 - c. Benchmarks for compensation
 - d. Benchmarks for over-all institutional Student-to-Faculty ratio
 - e. Benchmarks for Tuition
- 4. Develop campus facilities that conform to current building codes and are able to meet the needs of our students today and for the foreseeable future.
 - a. Immediate goal is to provide accessible student services by September 2006 in order to comply with ODE/OCR
 - b. Develop plans for a new campus that will enable us to continue to provide the people of Clatsop County with quality post secondary educational opportunity for the next 50 years and beyond
 - c. Prepare for Local Bond Measure in November 2006
- 5. Convene steering committee for College’s 50th Anniversary which will occur in 2008.

6. Develop, implement and continuously improve a college-wide integrated marketing and communication plan to support achievement of the College's strategic objectives, particularly (but not limited to) those related to student enrollment, program development, public relations, community and cultural engagement, campus/facilities development and fundraising. Provide sufficient resources to sustain integrated marketing and communication planning and implementation as a continuous, strategic activity.
 - a. Convene interdepartmental marketing & communications team by to develop 2006-07 marketing & communication plan based on College's 2006-07 strategic plan and existing budget.
 - b. By May 1, 2007, evaluate 2006-07 marketing & communications plan, identify strategic marketing resource needs and develop 2007-08 marketing & communications plan and budget.
7. Design, develop, implement and provide resources to sustain a college website that is technologically capable of meeting the functionality needs of students, faculty and staff; provides meaningful public access to college information; complies with applicable guidelines and regulations; and can readily support continuous design and functionality improvement.
 - a. Redesign current website to ensure that it is ADA compliant.
 - b. Identify additional website functionality needs and develop plan to address those needs.
8. Establish a program for engaging the college in effective and ongoing Strategic Planning
 - a. Develop a Strategic Plan that identifies and prioritizes college initiatives
 - b. Develop and implement a process for updating and maintaining currency of the Strategic Plan
 - c. Develop and implement a process for engaging the college community in planning as an ongoing activity

*NOTE: Target Indicators for I.1.c. "Assure that seats are available when students need a class" are additions made by Instruction after endorsement by President's Council

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