OFFICE OF INSTITUTIONAL EFFECTIVENESS
STRATEGIC PLAN REPORT
May 2022
Jana Pierce, Director of Institutional Effectiveness

Mid-Year SPOC findings on Tactical Plan Progress Report(s)

- **Major Successes**
  - Face-to-face student engagement is back, with school tours, UCC Open House, and Take Flight retention workshops available to students--355 students attended at least three workshops.
  - Dual credit opportunities have increased with cross training for onboarding between departments to offer increased support to students as they begin their academic journey at UCC.
  - Digital transformation appears to provide significant answers to numerous challenges relating to manual processes, documentation, and efficiency in all campus areas.
  - We are excited for the Sports Science Program launch in Fall 2023.
  - With recent hires, we are starting to see more stability in support areas, increasing our ability to achieve our goals more efficiently.
  - We continue our student-centric focus, with participation in Guided Pathways, Strong Start Oregon, and Title III Strengthening Institutions planning.

- **Challenges**
  - Extensive policy revisions interrupted normal operations, affecting prioritization of student-related needs.
  - Retirements, competitive job opportunities, and staffing gaps have impacted all areas to varying degrees.
  - Initial goals were discovered to be unrealistic due to staffing turnovers, but adjustments were implemented to align to current college priorities and increase efficiency. An example of this can be seen in Strategic Plan Goal 4, where the alumni relations project for Goal 4a was delayed due to staffing vacancy, affecting the status for the entire goal.
  - Past focus also included a lot of smaller projects completed poorly or not at all; current focus includes larger more high impact projects completed efficiently.
  - Challenges remain in demonstration of using data to not only inform decisions but close the loop to evaluate the success of our solutions.

- **Status of Progress**
  - See next page for the Mid-year Strategic Plan status on progress, to date, for Spring 2022.
  - In general areas remain on track. The signal lights in the progress table were calculated based on a total of all-area accomplishments for the associated strategic plan goal. The signal colors were determined by the area's progress toward reaching their goals and were set by the percent of their outcome target they had achieved by Spring 2022.
  - The Institutional Indicator List for 2021-2022 was included in this report as background information to provide the institutional indicator targets aligned to the Strategic Plan goals.

Mid-year Strategic Plan Status on Progress – Spring 2022

⬤ 90-100% of target   ⚠ 70-89% of target   ⬡ below 70% of target

Strategic Plan Goal	Objective	Priority	Institutional Indicator	Status
1 Improve institutional climate, culture, and efficiency.	• 1a. Develop and continue to promote a positive campus culture that welcomes and respects all students, employees, and visitors. • 1b. Refine/redesign processes and procedures to increase efficiency/effectiveness across all campus. • 1c. Utilize equity lens college-wide in the development and review of policies, practices, services, programming, activities, and resource allocation decisions.	• Enhance efficiencies and effectiveness of targeted cross-campus processes and services. • Enhance diversity, equity, and inclusion across all campus operations and services.	8) Equitable outcomes 10) Campus & Community Engagement 11) Student Experience	⚠
2 Increase high quality, relevant education opportunities through innovative and special programming.	• 2a. Streamline, strengthen, and expand academic programs. • 2b. Evaluate and implement innovative models of program delivery and content. • 2c. Expand workforce training options that meet the needs of non-degree students, local employers, and industry. • 2d. Enhance applied learning experiences within all degree and certificate programs.	• Enhance the quality, efficiency and effectiveness of academic programs utilizing pertinent campus collaborations.	5) PLO 6) ULO 7) Gatekeeper Courses 8) Equitable Outcomes 11) Student Experience	⚠

Strategic Plan Goal	Objective	Priority	Institutional Indicator	Status
3 Support student success from recruitment through program progression, completion of programs, transfer, or entry to the workforce.	• 3a. Expand and re-envision enrollment efforts to reach a wide range of students. • 3b. Improve registration and advising processes to support students' academic and career pathways. • 3c. Ensure that all students have equitable access to learning and to academic support services to successfully complete programs.	• Expand and diversify recruitment through cross-divisional initiatives. • Implement guided pathway strategies through cross-campus partnerships.	1) Retention 2) Early Momentum 3) Completion 4) Transfer 8) Equitable Outcomes	🔺 (yellow triangle)
4 Improve integration of the College with the community.	• 4a. Create an alumni relations program. • ~~4b. Establish UCC as the top Douglas County venue for cultural events and athletic competitions~~ [1] • 4c. Develop more relationships with business and industry to enhance workforce learning opportunities.	• Integrate College programs and services with community agencies, schools, business, and industry.	9) Lifelong Learning 10) Community & Campus Engagement	⬡ (red hexagon)

Note: [1]Strategic Plan goal/objective 4b was eliminated for the 2020-2022 cycle due to the impact of COVID-19.

Institutional Indicator List for 2020-2022

Institutional Indicator	Indicator Description	Indicator Target
1 Retention	1A. Percentage of Full Time (FT)/Part Time (PT) students who return from one fall to the next	**1A.** FT – 50% PT – 45%
	1B. Percentage of FT/PT students enrolled in winter term who were enrolled in fall term.	**1B.** FT – 85% PT – 75%
2 Early Momentum	Rates at which 1st time students complete 18+ college level credits in their first year	40%
3 Completion	3A. Percentage of degree/certificate-seeking student who complete a degree or certificate within 3 years.	**3A.** FT 30% PT – 15%
	3B. Percentage of degree/certificate-seeking student who complete a degree or certificate within 6 years.	**3B.** FT – 45% PT – 25%
4 Transfer Rates	4A. Percentage of *transfer* degree/certificate-seeking students who transfer to another institution within 1 year of most recent UCC enrollment.	**4A.** FT – 25% PT – 10%
	4B. Percentage of students who completed a transfer degree and transferred to another institution within 1 year of most recent UCC enrollment.	**4B.** FT – 40% PT – 25%
5 Program Learning Outcomes	Percentage of degree/certificate-seeking students who achieve Program Learning Outcomes at or above proficiency.	80%
6 Universal Learning Outcomes	Percentage of degree/certificate-seeking students who achieve Universal Learning Outcomes at or above proficiency.	80%
7 Gatekeeper Course Success	Percentage of degree/certificate-seeking students who pass gatekeeper courses (BA180, MTH060, MTH095, MTH105, MTH111, MTH251, WR115, WR121).	80%
8 Equitable Outcomes	Decrease in statistically significant equity gaps identified in Early Momentum, Transfer, Completion, and Retention/Persistence indicators.	No statistically significant achievement gaps
9 Lifelong Learning	Ability to meet community needs by indicators specific to: ABS – Percentage of students who acquire measurable academic gain while part of the ABS program.	ABS – 47% CWT – 80%

Institutional Indicator	Indicator Description	Indicator Target
	CWT – annual satisfaction rates, measured by quantitative survey. SBDC – a) Clients Served, b) Jobs Created, c) New Business Starts, d) Capital Infusion, e) Jobs Supported.	SBDC a) 248, b) 34, c) 16, d) $1.3M, e) 240
10 Campus & Community Engagement	Community, student, and employee satisfaction rate for UCC services with less than 70% satisfaction rate increases (by quantitative survey designed by UCC).	At least 80% of responses at the *satisfied-very satisfied* levels
11 Student Experience	Percentage of degree/certificate-seeking students who believe their experience at UCC contributed to their knowledge, skills, and personal development (CCSSE and SENSE every three years).	At least 80% of response at the *satisfied-very satisfied* levels

Note: The original indicator numbers 8 and 11 were folded into area tactical plans as outcomes instead of institutionally tracked indicators. The indicator numerical association was altered, all other aspects remain the same.