VISION

Umpqua Community College will be a model for educational innovation,
empowering all students to contribute to an ever-changing, diverse world with confidence, competence, and compassion.

MISSION

Umpqua Community College transforms lives and enriches communities

"…transforms lives"

Students are immersed in adventurous opportunities to explore new ideas and interact with others who have varied life experiences, cultures, careers, and ages. Whether taking one class or earning a certification or degree, enhancing career competencies or enriching personal skills, students are guided by a talented, encouraging faculty and staff. Students have a wide range of opportunities to grow and learn, from designing products with new technologies to writing for the student newspaper, conversing in a new language, competing in athletic events, volunteering to tutor young children, or hiking along the Umpqua River – and so much more. Every step, milestone, and achievement students make instill a sense of pride they will carry through life.

"…enriches communities."

Through education and programming, UCC enhances the quality of life of communities in which we learn, live, and work. UCC's performing arts programs, art exhibits, guest speakers, special events, and athletic competitions are vehicles for people to communicate, learn about the world, enhance social bonds, consider significant events, and experience personal growth. The economic vitality of the area is elevated as a result of workforce training and partnerships with varied industries, businesses, and agencies. Students' personal transformation helps our communities thrive and contributes to community transformation: college education translates to enhanced earning capacity, increased ability to be self-supporting, strengthened opportunities to maintain good health, heightened likelihood that education is valued by family, and expanded engagement in communities.

VALUES
(for the campus community of employees and students)

Knowledge

Knowledge is the active process of exploring, creating, sharing and applying concepts and ideas. We value knowledge and recognize that knowledge empowers and opens doors to new opportunities.

Sense of Community

With a commitment to diversity, equity, and inclusion, we celebrate both community and individuality. We cultivate a learning environment where all people feel like they belong, they matter, and they are supported.

Integrity

We act with fairness and respect for others in our learning and working environments. Our actions are aligned with our commitment to openness and trust. We are accountable to ourselves, colleagues, and communities we serve.

Improvement and Innovation

We take ownership of our work and continually seek ways to improve our performance. Using change to our advantage, we embrace an adventurous spirit, characterized by exploration of new ideas and bold risk-taking.

CORE THEMES

Learning

The College is committed to providing quality academic programs that promote student success and fulfill students' abilities to complete an associate degree or certificate, obtain employment, or transfer to a four-year college/university. Adult basic education, workforce training, and other curriculum-based initiatives are foundational education paths included in this commitment.

Access

The College is committed to ensuring students have access and support to pursue and achieve personal, career and academic goals. This commitment is achieved through services such as academic advising, career coaching, life coaching, tutoring services, student engagement initiatives, financial aid, and scholarship offerings.

Enrichment

The College is committed to providing opportunities for students, employees and community members to engage in learning and co-curricular activities that promote lifelong learning, community education, professional development, self-improvement, and workforce training. Part of student success is connecting one's self to a larger world beyond the classroom. Such activities include but are not limited to athletics, community workforce training classes, performing arts series, music concerts, museum exhibits, service learning, and related initiatives.

STRATEGIC GOALS and CORE THEMES			
Goal 1: Improve institutional climate, culture and efficiency **Core Themes**: Access, Enrichment	**Goal 2**: Increase high quality, relevant education opportunities through innovative and specialized academic programming **Core Themes**: Learning, Enrichment	**Goal 3**: Implement an enrollment management plan that supports student success from recruitment through program progression, completion of programs, and transfer or entry to the workforce **Core Themes**: Access, Learning	**Goal 4**: Improve integration of the College with the community **Core Theme:** Enrichment

FOUNDATIONAL MASTER PLANS
Academic, Enrollment Management, Student Services, Financial, Communications and Marketing, Information Technology, Facilities and Security, Human Resources, Advancement

2018-2021

DRAFT Strategic Plan

Goal 1: Improve institutional climate, culture, and efficiency			
Core Themes: Access, Enrichment			
Objectives	**Intended Outcomes**	**Actions**	**Indicators and Targets**
a. Develop and promote a positive campus culture that welcomes and respects all students, employees, and visitors	• Trust, teamwork, appreciation, and accountability become the basis for campus-wide relationships and interactions • Employees are engaged in campus educational, cultural, athletic, and recreational activities that enhance their health-well-being, and productivity • Students experience collegiate campus life through more participation in clubs, cultural activities, special events, athletics, and service to the community	i. Implement FISH! workshops, activities, discussions, and celebrations in all-employee meetings, small group meetings, and department meetings, ii. Provide incentives for employee participation in campus events and activities iii. Increase student co-curricular and extra-curricular programming	• 100% of departments participate in FISH! activities • 100% increase of FT employees engage in campus events and activities • # of new co-curricular and extra-curricular programs, activities, and clubs • 100% increase in participation of program-enrolled students in co-curricular and extra-curricular events and activities • 100% increase in satisfaction expressed by employees and students through surveys and focus groups regarding campus climate

b. Refine/redesign processes and procedures to increase efficiency/effectiveness across all campus operations and inspire innovation	• A continuous improvement ethos is established
	• Operations are more streamlined, resulting in fewer barriers to success and more time for employees to be innovative
	• More employees are involved in suggesting and implementing creative solutions and approaches
		i. Examine processes and procedures, including those that cut across multiple campus areas, in the following operational areas:
		   ○ HR
		   ○ Academics
		   ○ Student Services
		   ○ Enrollment Management
		   ○ Community Ed and Workforce Development
			• As processes are identified for change, establish appropriate measures, such as reduced numbers of steps to complete a process, elimination of barriers, establishment of clear and succinct guidelines, reduction in time to complete tasks, etc.
			• # of innovations

Goal 1: Improve institutional climate, culture, and efficiency			
Core Themes: Access, Enrichment			
Objectives	**Intended Outcomes**	**Actions**	**Indicators and Targets**
	to enhance operations and improve student success • Communication is improved throughout campus • Customer service is enhanced	o Library o Online Learning o Tutoring o Security o Facilities o IT o Financial services o Communications & Marketing o Enterprise operations o Other areas to be determined ii. Provide a framework for innovation that defines creativity and innovation; promotes talent, collaboration, interdisciplinarity, and capacity for risk-taking; and provides instruction in creative methods, resources to work on creative ideas, and recognition of efforts	• Value brought to campus by innovations • 50% of employees engaged in the proposal and implementation of innovative ideas that enhance college operations and/or improve student success • 100% increase in satisfaction expressed by employees and student through surveys and focus groups regarding improved efficiency and clarity of processes
c. Utilize equity lens (as defined by the Oregon Education Investment Board) college-wide in the development and review of policies, practices, services, programming, activities, and resource allocation decisions	• A shared vision for equity is established • Barriers to access and success are reduced • Fair and equitable treatment of students and employees is consistent • Inclusivity is apparent throughout the college • Enrollment and employment of diverse people are increased	i. Establish campus-wide shared definitions of diversity, inclusion, equality, and equity. ii. Create equity questions that are applied to planning, policy making, programming, and resource allocation iii. Identify and apply at least two culturally inclusive tools iv. Provide professional development on the application of an equity lens	• # of times equity lens is applied to policies, practices, decisions, activities, and resource allocation • # and impact of actions taken as result of tools used • # of employees in sustained work of communities of practice • # and impact of equity informed actions taken by students in their programs, activities, and resource allocation

Goal 1: Improve institutional climate, culture, and efficiency			
Core Themes: Access, Enrichment			
Objectives	Intended Outcomes	Actions	Indicators and Targets
		v. Develop equity communities of practice for employees vi. Create and adhere to a schedule for reviewing policies through an equity lens vii. Engage student leadership in the application of an equity lens for student-initiated programs, activities, and resource allocation	• 100% increase in satisfaction expressed by employees and students through surveys and focus groups regarding equity on campus

Goal 2: Increase high quality, relevant education opportunities through innovative and specialized academic programming			
Core Themes: Learning, Enrichment			
Objective	**Intended Outcomes**	**Actions**	**Indicators and Targets**
a. Streamline, strengthen, and expand academic programs	• A continuous improvement ethos is established, informed by cyclical program reviews, changes in industry and business, and higher education innovation, resulting in programs that are current, forward-thinking, and valued by the community • Assessment of student learning at the course level and assessment of programs result in actions that improve curriculum, teaching methodologies, student learning, and student completion • Programs are mapped, providing students clear paths for completion • Facilities are improved, renovated, or constructed to support student success	i. Participate in OCCA Student Success Center guided pathways cohort as a means to create clear pathways to career goals and program completion ii. Establish and follow assessment and program review schedules for academic programs and service areas iii. Complete academic program cost analysis iv. Streamline course offerings to eliminate course duplication, reduce electives and under-enrolled classes, assure course transferability, and/or assure direct application to program outcomes v. Create new, well-differentiated programs within each academic division vi. Provide teaching and assessment workshops vii. Complete the design and secure matching funds for the Industrial Technology Center	• 100% of academic programs are mapped • 100% of students select their pathway in first 15 credits • 100% of advisors use Degree Works and Advisor Trac to keep students on track • 100% of academic programs and service areas have completed program reviews within the scheduled cycle • 100% of academic programs and general education have streamlined course offerings • 3 new academic programs are developed each year • Match for the Industrial Technology program is achieved • 100% increase in satisfaction expressed by students surveyed regarding engagement in and out of the classroom, their learning environment and support systems, and preparation for transfer or entry to their career
b. Evaluate and implement innovative models of program delivery and content	• Instruction is enhanced through the use of best practices in instruction and instructional technology	i. Use varied, current instructional methodologies to improve student learning	• 50% of credit courses introduce new technologies to enhance learning

Goal 2: Increase high quality, relevant education opportunities through innovative and specialized academic programming				
Core Themes: Learning, Enrichment			
Objective	**Intended Outcomes**	**Actions**	**Indicators and Targets**
	• Inter-departmental communication is improved • Scheduling of courses better meets student needs and contributes to student success • Multiple methods of delivering programs are used in order to meet student needs	ii. Use technology to improve student learning iii. Deliver programs and courses through multiple modalities (e.g., face-to-face, web enhanced, blended, online, accelerated) iv. Schedule classes in day, evening, and weekend times with consideration to innovative scheduling that improves student learning v. Provide faculty professional development in teaching methodologies, use of technology to enhance student learning, and various delivery modalities	• 75% of credit courses include new delivery modalities • 25% of academic programs include new delivery modalities • 100% of the course schedule is revised for innovation and expanded times for offering classes • 100% of FT faculty participate in professional development related to teaching, technology, and delivery modalities • 100% increase in satisfaction expressed by students through surveys and focus groups regarding instruction, program delivery modalities, and scheduling
c. Expand workforce training options that meet the needs of non-degree students and local employers/industry	• SBDC programs meet needs of small businesses • CWT employer specific training improves workforce skills	i. Create SBDC annual goals that address needs of small businesses ii. Expand number of CWT customized training opportunities	• 100% attainment of SBDC annual goals • 30% increase in CWT employer-specific, customized trainings • 100% increase satisfaction with skills learned (surveys/focus groups)
d. Enhance applied learning experiences within degree and certificate programs in the Arts & Sciences Division and the Career	• Advisory committees expand their involvement in keeping programs current • Clear expectations for students and industry partners in workplace	i. Revise the College's advisory committee handbook to include more details on committee membership and possible involvement of advisory committees	• 100% of programs or program clusters have advisory committees • 100% of advisory committees meet at least twice per year

Goal 2: Increase high quality, relevant education opportunities through innovative and specialized academic programming			
Core Themes: Learning, Enrichment			
Objective	**Intended Outcomes**	**Actions**	**Indicators and Targets**
& Technical Education Division	learning experiences are established	ii. Establish advisory committees for all academic programs or program clusters iii. Increase frequency of advisory committee meetings iv. Increase diversity of advisory committee membership v. Expand the actions/input of advisory committees vi. Create webpage on UCC website for advisory committee minutes vii. Develop new guidelines for workplace learning experiences	• 100% of advisory committees have diverse membership, as defined in the revised handbook • 100% of advisory committees provide feedback on expanded areas of involvement as defined in the revised handbook • 100% of advisory committees post membership and meeting notes within 2 weeks of each meeting • 100% use of new guidelines for workplace learning experiences

Goal 3: Implement an enrollment management plan that supports student success from recruitment through program progression, completion of programs, and transfer or entry to the workforce			
Core Themes: Access, Learning			
Objective	**Intended Outcomes**	**Actions**	**Indicators and Targets**
a. Expand and re-envision enrollment efforts to reach a wide range of students	• Recruitment and retention strategies are differentiated for various populations • Academic programs have infrastructure in place for recruitment and retention • Athletic recruitment and retention is integrated into overall enrollment management plan	i. Develop an enrollment management plan that includes differentiated strategies for various age groups and places of residence ii. Engage program FT faculty in recruitment and retention iii. Integrate athletic recruitment and retention into overall campus plan iv. Integrate innovative messaging, use of technology, and deployment of various media to market programs	• Creation and implementation of enrollment plan, including athletics • 25% increase of admission rate • 10% increase of matriculated students • 50% of district high school graduates enrolling at UCC within one year of graduation • 100% of faculty engaged in recruiting activities • 100% increase in marketing of academic programs
b. Improve registration and advising processes to support students' academic and career pathways	• Students have plans and regular advising that keep them on course for program completion • High school partnerships are strong and accelerated learning opportunities meet the needs of students. • More transfer students take advantage of dual admission to UCC and an Oregon university • More students achieve program completion or transfer	i. Engage certificate and degree seeking students in developing academic career plans ii. Implement advising/coaching model iii. Provide professional development for advising/coaching iv. Increase the number of accelerated learning opportunities and the number of enrolled students v. Increase the number of students completing credits and programs	• 100% of certificate and degree seeking students have an academic career plan in place by 15 credits • 100% of FT faculty participate in advising professional development • 100% of FT faculty are engaged in advising/coaching • 100% of certificate and degree seeking students see their advisors at least twice per term • 100% of academic programs have at least two dual enrollment offerings

Goal 3: Implement an enrollment management plan that supports student success from recruitment through program progression, completion of programs, and transfer or entry to the workforce			
Core Themes: Access, Learning			
Objective	Intended Outcomes	Actions	Indicators and Targets
			• 25% increase in high school students enrolled in accelerated learning • 500% increase in number of students enrolled in degree partnership program (DPP) with OSU • 50% improvement in students progressing to 15, 30, 45, 60, and 75 credits • 50% improvement in students completing certificate, degree, or transfer within 2 and 6 years (as defined by VFA) • 100% increase in satisfaction expressed by students in surveys or focus groups about their academic career plan and advising
c. Ensure that all students have equitable access to learning and to academic support services to successfully complete programs	• Persistence, retention, and completion increase • Developmental education becomes integrated into credit-bearing courses • Adult basic education employs new, effective strategies • Achievement gaps for targeted at-risk student populations decrease	i. Increase use of student academic support services ii. Accelerate progression of students through adult basic education and developmental courses to successful completion of college-level coursework iii. Mainstream developmental education through course redesign that provides co-	• 25% increase in student use of tutoring services • Redesign of developmental math and English courses • 75% of students enrolled in developmental math become college ready • 95% of students enrolled in developmental English become college ready

Goal 3: Implement an enrollment management plan that supports student success from recruitment through program progression, completion of programs, and transfer or entry to the workforce			
Core Themes: Access, Learning			
Objective	**Intended Outcomes**	**Actions**	**Indicators and Targets**
	• Cost of attending college is limited	requisite college-level math and English iv. Based on an examination of differentiated student persistence, retention, and completion data, devise strategies for addressing achievement gaps v. Analyze course-level DFWI rates and redesign courses as necessary to improve student success vi. Implement initiatives to limit costs of attending college	• 50% of students completing developmental math successfully complete credit-bearing math within one year • 75% of students completing developmental English successfully complete credit-bearing English within one year • 50% decrease in achievement gaps for populations that are identified through analyses of retention and completion rates • 50% decrease in DFWI rates • 50% of courses cost $40 or less for textbooks and course materials • 20% increase in student education cost savings per year through student participation in Umpqua Scholars, dual credit, expanded options, tuition waivers, Foundation scholarships, OER use, SNAP, work study, and part-time employment • 50% increase in support from business and industry for program materials and equipment

Goal 4: Improve integration of the College with the community			
Core Themes: Enrichment			
Objective	**Intended Outcomes**	**Actions**	**Indicators and Targets**
a. Create an alumni relations program	• Alumni become connected to UCC through activities, volunteerism, and giving	i. Hire an alumni relations staff person ii. Populate alumni database iii. Create outreach to alumni	• Alumni relations staff person hired • Database has reliable contact information for 5,000 alumni • An alumni webpage is created and maintained • An annual homecoming event is planned and implemented • At least two annual outreach activities are implemented
b. Establish UCC as the top Douglas County venue for cultural events and athletic competitions	• UCC is valued for the role it plays in enriching the local communities	i. Increase the number of art exhibits, music performances, theater performances, guest speakers, and faculty/staff special lectures ii. Provide new experiences that draw community members to athletic events iii. Market cultural and athletic events in new and creative ways iv. Update performing arts and athletics facilities	• 50% increase in cultural programming • 10 new strategies for increasing attendance at athletic events • Number and creativity of marketing efforts targeting cultural and athletic events • Completed renovation of stage, backstage, storage, curtains, and seating of Centerstage • Completion of new track along with bleachers and fencing
c. Develop more relationships with business and industry to enhance workforce learning opportunities	• Mutually beneficial relationships are established	i. Make semi-monthly visits to local businesses (president along with appropriate personnel) to discuss needs and partnership possibilities ii. Increase the number of local business and industry personnel who do guest visits to classes	• 25% increase in number of business and industry partners • 25% increase in number of business and industry personnel who do classroom guest appearances

MONITORING THE STRATEGIC PLAN

Strategic Plan Assessment				
Objective	**Intended Outcome**	**Actions**	**Indicators and Targets**	**Oversight**
Regularly assess the outcomes of the 2018-2021 Strategic Plan and make adjustments based on data/evidence	• College-wide awareness of and engagement with assessment and planning will be robust • College-wide awareness of 2018-2021 Strategic Plan progress, outcomes, and adjusted direction will be evident • Use of assessment tools and reporting resources will be systematized	i. Create an institutional assessment and planning schedule ii. Participate in assessment and planning iii. Provide institutional effectiveness data workshops iv. Enhance the institutional research and effectiveness self-service website v. Provide mid-year progress updates for the campus and Board vi. Conduct an annual review of progress and make adjustments to the plan based upon data vii. Provide an annual strategic plan report to the campus, Board of Education, and community	• Schedule is developed and adhered to • 100% of departments are engaged in assessment and planning • Data workshops are provided at least once per year • IR/IE website is updated every quarter • Monthly updates are provided to SLT and to the Board of Education • Mid-year reports are provided in February to the campus and Board • Annual reports are provided in September to the campus and Board • 100% of employees surveyed indicate knowledge of and satisfaction with progress of the strategic plan	President, SLT, Institutional Effectiveness Council

DRAFT – October 2, 2018