

Strategic Planning & Visioning

2026 – 2027 Planning Period

An overview for the Board of Education

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Information and discussion · No board action requested

Four things, and then your questions

1

Where we stand

The 2021–26 plan has run its course. The five strategic priorities continue.

2

What we are changing

Moving from a plan of specific actions to a plan of outcomes and why that matters.

3

Where this leads

What an outcomes-based plan looks like and how it is helpful.

4

The timeline

The schedule, the new shape of the work and the reason for it.

The plan has concluded. The priorities have not.

The 2021–26 Strategic Plan

Adopted for Fall 2021 through Spring 2026. It set five strategic priorities, a set of strategic indicators, and a list of strategic actions for the College to carry out.

What is guiding us now

The five priorities continue to direct the College's work. They are stable, they are not expiring, and this project does not rewrite them. What we are rebuilding is the layer beneath them, specifically how we say what success looks like.

THE FIVE PRIORITIES — HELD STABLE THROUGH THIS PROJECT

1

Excellence in
Teaching & Learning

2

Holistic
Student Support

3

Diversity, Equity
& Inclusion

4

Organizational
Health

5

Community
Connections

There is no gap in direction. There is a gap in how we measure whether we are getting there.

From a plan of actions to a plan of outcomes

TODAY — STRATEGIC ACTIONS

The plan names the work itself

- Specific activities, assigned centrally
- Current assumption that if your work is not on the list, you are not in the plan
- Completing the activity becomes the goal
- Changing conditions make items obsolete mid-plan



NEXT — STRATEGIC OUTCOMES

The plan names the result we want

- Measurable results, owned college-wide
- Every area can show how its work contributes
- Moving towards the result becomes the goal
- Methods can change through the life of the plan

The priorities stay the same. What changes is how we define success beneath them.

The same priority, written two ways

PRIORITY 2 · Holistic Student Support

HOW THE 2021–26 PLAN SAYS IT

- Finalize and implement a strategic enrollment management plan for CCC
- Use the SEM plan to focus, align, and cultivate new resources
- Launch ongoing evaluation of SEM tactics

HOW AN OUTCOME WOULD SAY IT

Students who start at CCC stay, progress, and complete their programs, and the gaps between student groups close.

Illustrative only. The actual Outcomes will be written by employees in Stage 2, grounded in what the community tells us in Stage 1.

Who can see themselves in the version on the left? Enrollment services and a handful of central offices. On the right, advising, instruction, financial aid, facilities, the library, and student life can each name their own contribution, and pursue it their own way.

Everyone needs to find their work in the plan

The problem we hear

“I don’t see the college’s direction.”

- Employees read the action list, do not find their unit, and conclude the plan is someone else’s work
- Departments write their own separate goals
- Progress reporting becomes a compliance exercise rather than a conversation

What outcomes make possible

“Here is how my work helps move that number.”

- Every department can draw a line from its daily work to a college outcome
- Area and department plans become contributions to the same results, not parallel documents
- Resource requests and other reviews can be prioritized against shared outcomes

One outcome, many legitimate paths

A comprehensive college does not have one way of doing anything. An outcome lets each area reach the same result by the means that fit its work. We call this **coordinated autonomy**.

Sample Outcome: Students who start at CCC stay, progress, and complete their programs, and the gaps between student groups close.

1

Instructional Department

Redesigns gateway courses and embeds support in the classroom.

2

Student Affairs

Increase proactive advising and early-alert outreach.

3

Operations

Removes friction in registration, billing, and scheduling.

4

The Library

Extends research and study support where students already are.

Four different approaches. One shared result.

Under an action-based plan, we would have had to write all four activities into the plan in advance, and then defend them for five years, whether or not they still worked.

It helps us do 1 thing for many reasons

A finding from our current plan review: none of the five priorities in the 2021–26 plan carries a student achievement measure, i.e., persistence, completion, retention, or post-graduation success. The indicators we do have lean heavily on surveys and perceptions.

NORTHWEST COMMISSION ON COLLEGES AND UNIVERSITIES — 2020 STANDARDS

1.B.2	The institution sets and articulates meaningful goals, objectives, and indicators of its goals to define mission fulfillment and to improve its effectiveness.	Outcomes are this layer.
1.B.3	The institution provides evidence that its planning process is inclusive and offers opportunities for comment by appropriate constituencies.	Community visioning and college-wide employee engagement are the evidence.
1.D.2	The institution establishes and shares widely a set of indicators for student achievement, including persistence, completion, retention, and post-graduation success.	The gap this planning method will close.

How this project moves us forward

1

Shared outcomes to plan against

Once the college has one agreed set of outcomes, every other plan has something to align to.

2

Evidence reporting built in

Institutional Research holds a key role in outcome planning, so measures are collectable from the start rather than requiring additional work to create the path to measurement.

3

Relationships built through the process

The engagement design (community sessions, employee workshops, an open feedback window) is structured to build relationships.

4

A framework that survives change

Outcomes hold steady while methods adapt. That is what preparedness for change looks like in practice.

Two stages of engagement, separated by one gate

STAGE 1 • EXTERNAL

Community Visioning

The people we serve

- 5–6 segmented community workshops
- A broad community survey
- 8–12 key-informant interviews
- Asks: what does it mean to be the community's college?
What does innovative and responsive education mean?

GATE

Findings reviewed.
Mission checked.
Priorities confirmed.
Board endorses.

STAGE 2 • INTERNAL

Outcome Development

College employees

- One workshop per priority, and an integration workshop
- All-employee validation survey
- Open college-wide feedback window

The gate is the control point. Outcome development does not begin until the community findings are in hand and the direction is endorsed, ensuring the outcomes are grounded in evidence and not assumptions.

What will remain in place

HELD STABLE

- The vision — Empowering individuals, strengthening communities
- The mission, as written
- The five strategic priorities, exactly as they stand
- The college values

BEING BUILT

- A refreshed understanding of what our community needs from us
- Measurable outcomes for each of the five priorities
- Baselines, targets, owners, and a reporting cadence for the outcomes
- A scorecard and tools for using it

This is deliberate. The College's mission and priorities are broad and strong. This process acknowledges this and takes the next step.

August 2026 through January 2028



The Board sits in this work twice

AS VISIONING PARTICIPANTS

Stage 1 • Jan – Mar 2027

All seven directors are invited into the community visioning sessions, contributing as elected representatives of the district and on equal footing with employers, K–12 partners, civic leaders, and residents.

Here you are a part of the community voice.

AS GOVERNANCE APPROVERS

Gate, May 2027 • Ratification, Jan 2028

Separately, and in your governance capacity, you endorse the direction at the gate and formally ratify the final plan and outcomes framework.

Here you are the approving body.

DISCUSSION

Wrapping up

1 What questions can we answer about the planning process?

2 How often would you like updates on this work?

3 We will reach out as we get ready for community visioning.

Next Board touchpoint: the Stage 1 → Stage 2 gate, May 2027.

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