



## 2018-2021 UCC Strategic Plan (Updated July 2020)

### 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

#### **Learning**

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

#### **Sense of Community**

With a commitment to diversity, equity, and inclusion, we cultivate a learning environment and community 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.

#### **Innovation**

Using change to our advantage, we embrace an adventurous spirit, characterized by exploration of new ideas and bold risk-taking.

## Strategic Plan Goals and Objectives

<b>Goal</b>	<b>1</b>	<b>Cultivate a healthy and efficient institutional culture (Institutional Indicators 9, 12, 13)</b>
Objective	a	Develop and continue to promote a positive campus culture that welcomes and respects all students, employees, and visitors
Objective	b	Refine/redesign processes and procedures to increase efficiency/effectiveness across all campus
Objective	c	Utilize equity lens college-wide in the development and review of policies, practices, services, programming, activities, and resource allocation decisions
<b>Goal</b>	<b>2</b>	<b>Deliver high quality, relevant education opportunities through innovative and specialized academic programming (Institutional Indicators 5, 6, 7, 9, 13)</b>
Objective	a	Streamline, strengthen, and expand academic programs
Objective	b	Evaluate and implement innovative models of program delivery and content
Objective	c	Expand workforce training options that meet the needs of non-degree students, local employers, and industry
Objective	d	Enhance applied learning experiences within all degree and certificate programs
<b>Goal</b>	<b>3</b>	<b>Support student success from recruitment through program progression, completion of programs, and transfer or entry to the workforce (Institutional Indicators 1, 2, 3, 4, 8, 9)</b>
Objective	a	Expand and re-envision enrollment efforts to reach a wide range of students
Objective	b	Improve registration and advising processes to support students' academic and career pathways
Objective	c	Ensure that all students have equitable access to learning and to academic support services to successfully complete programs
<b>Goal</b>	<b>4</b>	<b>Enhance integration of the College with the community (Institutional Indicators 11, 12)</b>
Objective	a	Create an alumni relations program
Objective	b	<del>Establish UCC as the top Douglas County venue for cultural events and athletic competitions</del> (suspended for 2020-2021 due to COVID-19 restrictions)
Objective	c	Develop more relationships with business and industry to enhance workforce learning opportunities

## 2020-2022 UCC Strategic Priorities

*Crosswalk with Associated Institutional Indicators (II) and 2018-2021 Strategic Plan (SP) Goals & Objectives*

#	Strategic Priority	II	SP
1.	Enhance the quality, efficiency, and effectiveness of academic programs utilizing pertinent campus collaborations.	5, 6, 7, 9, 13	2 a, b
2.	Implement guided pathway strategies through cross-campus partnerships.	1, 2, 3, 4, 8, 9	3 a, b, c
3.	Expand and diversify recruitment and retention through cross-divisional initiatives.	1, 2, 3, 4, 8, 9	3 a, b, c
4.	Enhance diversity, equity, and inclusion across all campus operations and services.	8	1c, 3b
5.	Integrate College programs and services with community agencies, schools, business, and industry. <ul style="list-style-type: none"> <li>• Focus on service, service learning, workforce partnerships (CEP, CTE), etc.</li> </ul>	11, 13	2 c, d 4 c
6.	Enhance efficiencies and effectiveness of targeted cross-campus processes and services: <ul style="list-style-type: none"> <li>• Moving to paperless, to include workflow and document storage</li> <li>• Creating a unified system of record, to address registration and billing</li> <li>• Onboarding and training employees</li> </ul>	12	1b

## College-Wide Measures of Mission Fulfillment (“Transform Lives and Enrich Communities”)

Institutional Indicator		Indicator Description
1	Retention	Percentage of FT/PT students who return from one fall to the next; percentage of FT/PT students who return in winter term who were enrolled in fall term
2	Early Momentum	Rates at which 1 <sup>st</sup> time students complete 18+ college level credits in their first year
3	Completion	Percentage of degree/certificate-seeking students who complete a degree or certificate within 3 and 6 years
4	Transfer Rates	Number of degree/certificate-seeking students who transfer to their next institution within one year of enrollment at UCC.
5	Program Learning Outcomes	Percentage of degree/certificate-seeking students who achieve 80% proficiency of Program Learning Outcomes
6	Universal Learning Outcomes	Percentage of degree/certificate-seeking students who achieve 80% proficiency of ULO
7	Gateway Course Success	Percentage of degree/certificate-seeking students who pass gatekeeper courses
8	Continuous Improvement	Percentage of areas of operation that identify and implement next steps for improvement as a result of programmatic assessment.
9	Equitable Outcomes	Decrease in statistically significant equity gaps identified in Early Momentum Courses, Transfer, Completion, and Retention/Persistence indicators
<i>#10 Admission Yield Rate eliminated as a result of SPOC review in July 2020 – moved to Enrollment Management plan</i>		
11	Lifelong Learning	Ability to meet community needs by indicators specific to ABS, CWT, and SBDC
12	Satisfaction Ratings	Employee and student satisfaction rate for UCC services with less than 70% satisfaction rate increases.
13	Student Enrichment	Percentage of degree/certificate-seeking students who believe their experience at UCC contributed to their knowledge, skills, and personal development.