Umpqua Community College Strategic ‘doing’ Plan 2023-2026

UMPQUA
Community College

Umpqua Community College Strategic 'doing' plan 2023-2026

MISSION

Umpqua Community College transforms lives and enriches communities.

VISION

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

VALUES

Learning: We believe that learning is the key to empowerment and economic independence.

Service: We believe the college exists to serve all members of the community and its stakeholders.

Innovation: We believe that innovation is a higher education business imperative.

UNDERLYING ASSUMPTIONS

Entrepreneurial spirit – We believe in trying new ways of approaching our work in the pursuit of what is best for our community and students.

Relentless partnership – We believe that partnerships in the community and beyond make us better and increase our impact.

Continuous improvement – We believe in evaluating our own performance, identifying where we can improve, and pursuing those improvements intentionally.

A strong foundation – We believe that investing in what currently works ensures a commitment to supporting what we do best.

Collaborative communication – We believe in open and collaborative communication across the College and with external stakeholders.

Equity – We believe in maintaining an inclusive learning culture in which all can participate, prosper, and reach their full potential.

A MESSAGE FROM THE PRESIDENT

Umpqua Community College has immense potential to transform lives and enrich communities. It is the human condition to seek out predictability and the status quo, convincing ourselves that if only we had additional resources and time, we would do more. This is why we choose to create a strategic 'doing' plan that focuses our resources and time on what matters most and charts a path for us to build upon, and realize, our potential.

A transformational change has occurred in higher education over the last decade and most notably in the past three years, placing community colleges in the spotlight. UCC will thrive in that spotlight by practicing a commitment to innovation, a focus on the future and a spirit of continuous improvement. We proved our ability to change during the pandemic. Let's harness that ability and speed. The time is now. We have no time to wait.

This plan is the culmination of over a year of listening; listening to our students, listening to our community, listening to our partners, listening to industry and employers, listening to our supporters and detractors, and listening to our employees. The themes were strong, and I am grateful for the feedback we received from so many of you in this process and I am confident that this strategic direction represents your greatest hopes for the College. This plan advances strategic goals and initiatives that leverage the College's strengths, minimize weaknesses and seize opportunities, and the plan distinguishes Umpqua Community College in the landscape of higher education.

By refreshing the UCC strategic plan, the College creates a framework that will guide Umpqua Community College in the decisions it makes in the next three years. In this plan, we commit to a spirit of innovation and opportunity for all students, community members, and employees across all areas of the College, and we commit to continuous improvement to ensure that we remain the region's education leader. Our community has high expectations of UCC, and this plan will help us meet and exceed those expectations.

I believe in Umpqua Community College, and I believe in you. What lies ahead holds the promise of being greater than our present. Consider this your invitation to help take us there.

With appreciation,

Dr. Rachel Pokrandt

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1 INCREASE OPPORTUNITY

UCC will increase opportunity for all students and the community to thrive intellectually and economically by removing barriers to success.

A: Increase opportunity for every child growing up in Douglas County by illuminating the pathway from secondary to post-secondary education, and into a rewarding and family-supporting wage career.

B: Increase opportunity for community members to upskill and reskill in pursuit of a better future.

C: Increase opportunity for all business owners and employers to hire and retain well-prepared and highly skilled employees.

D: Increase housing opportunities for UCC students.

E: Increase engagement opportunities for all members of the community with UCC services, facilities, and learning opportunities.

2 INCREASE VALUE

UCC will increase value for students and the community through focused stewardship of state and community investment.

A: Increase return on investment for students through high quality programs that lead to post-completion success and employability in family-supporting wage jobs.

B: Increase return on investment for the community in workforce development and business success through deep connections to industry and programs that lead to job readiness.

C: Increase return on investment for the state and local taxpayers by optimizing the use of college resources to fund and facilitate strategic initiatives while maintaining fiscal viability and sustainability.

D: Grow enrollment through investments in targeted academic, arts, and athletic programs.

E: Increase community support for the college and students through communication, collaboration, and engagement.

3 FOCUS ON THE FUTURE

UCC will focus on the future of students and the community by staying current and relevant across operations. UCC graduates will drive a community that is cutting edge and ready.

A: Exceed our customer's expectations with technology enhanced systems in all operations.

B: Create future-ready students through program offerings that focus on the jobs and skills of the future delivered with high-tech supports and innovative methodologies.

C: Invest in a talented, innovative team of UCC employee leaders. Increase efficacy, job satisfaction and the leadership potential of all UCC employees through a system that clearly defines expectations, responsibilities, accomplishments, and rewards.

D: Invest in and maintain data systems that provide easily accessible information to inform decisions internally and externally.

E: Inspire a culture of career training and educational attainment to support future community health and prosperity.

STRATEGY 1 | OPPORTUNITY

GOAL A
Increase opportunity for every child growing up in Douglas County by illuminating the pathway from secondary to post-secondary education.

- 100% of Douglas County youth have an engagement opportunity with UCC at some stage in their K-12 career.
- 80% of Douglas County high school students take at least one credit-bearing college course during their high school career.
- Increase the number of Douglas County High School students who graduate with a UCC certificate or degree while still in high school.

GOAL B
Increase opportunity for community members to upskill and reskill in pursuit of a better future.

- Add university partners to offer a total of three onsite bachelor's degrees in high need/high paying fields.
- Grow enrollment and completion of student/parents by 15% through alternate scheduling, family-friendly campus practices, and family support mechanisms.
- Add childcare options for students and employees.
- Increase availability of alternative scheduled courses and programs by 15%.

GOAL C
Increase opportunity for all business owners and employers to hire and retain well-prepared and highly skilled employees.

- Increase earn and learn opportunities, apprenticeships, work-based learning programs and credit for prior learning by 20%.
- Increase the number of short-term job ready programs that match the needs of local employers.
- Increase the number of upskilling programs that match the needs of local employers.

GOAL D
Increase housing opportunities for UCC students.

- Add 150 student beds to the UCC housing inventory.
- Add non-traditional student housing opportunities to the UCC Housing inventory.

GOAL E
Increase engagement opportunities for all members of the community with UCC services, facilities and learning opportunities.

- Enrollment and completion will reflect the demographics of the local community.
- Male enrollment and completion will be equal to that of female students.
- Increase enrollment past pre-pandemic levels.
- 100% of students will engage outside the classroom through increased clubs, volunteerism, out-of-classroom experiences, community service, and service learning.

STRATEGY 2 | VALUE

GOAL A
Increase return on investment for students through high quality programs that lead to post completion success and employability in family supporting wage jobs.

- Implement the Academic Strategy and Priorities (ASAP) Plan.
- Implement outcomes-based metrics for success and systems to track and respond to those indicators.

GOAL B
Increase return on investment for the community in workforce development and business success through deep connections to industry and programs that lead to job readiness.

- Implement the Academic Strategy and Priorities (ASAP) Plan.
- Establish Cooperative Work Experiences courses in all career and technical education degrees.
- Establish earn and learn experiences in at least two program areas.

GOAL C
Increase return on investment for the state and local taxpayers by optimizing the use of college resources to fund and facilitate strategic initiatives while maintaining fiscal viability and sustainability.

- Ensure that resource allocation is driven by the strategic Doing plan.
- Ensure all reserves and strategic innovation funds are fully funded.
- Develop and maintain business plans for all self-sustaining programs.
- Create five-year budget forecasts that encompass the goals of the college within revenue expectations.

GOAL D
Grow enrollment through investments in targeted academic, arts and athletic programs.

- Launch new academic programs in allied health and advanced manufacturing fields.
- Launch two new athletic programs.
- Ensure completion of the UCC Academic Strategies and Priorities (ASAP) Plan.
- Build/renovate on-campus infrastructure to match goals of the strategic doing plan.
- Complete and enact a strategic enrollment management plan focused on community impact and return on mission.

GOAL E
Increase community support for the college and students through communication, collaboration and engagement.

- Increase the number of donors to the UCC Foundation by 25%.
- Increase the number of young professionals who are engaged with the UCC foundation or UCC volunteer service by 50%.
- Continue to tell the UCC story through marketing and connecting efforts across the community and beyond.

STRATEGY 3 | FUTURE

GOAL A
Exceed our customer's expectations with technology enhanced systems in all operations.

- Complete current digital transformation plan.
- Complete and enact a facilities master plan.
- Complete and enact a technology master plan.
- Build a UCC front door, digitally and physically, that reflects our focus on student service and success.

GOAL B
Create future-ready students through program offerings that focus on the jobs and skills of the future delivered with high-tech supports and innovative methodologies.

- 100% of students will complete their program with the technology skills needed to be successful in their chosen career and beyond.
- Embed employer recommended skills into all academic programs.

GOAL C
Invest in a talented, innovative team of UCC employee leaders. Increase efficacy, job satisfaction and the leadership potential of all UCC employees through a system that clearly defines expectations, responsibilities, accomplishments, and rewards.

- 100% of employees will have a development plan for their UCC career.
- 100% of employees will have access to targeted professional development that furthers the mission of the institution
- All UCC departments will cross-train positions.
- 100% of employees will train on all aspects of technology.

GOAL D
Invest in and maintain data systems that provide easily accessible information to inform decisions internally and externally.

- Internal and external stakeholders will have access to data that will inform decision-making and increase the efficacy of the institution.
- All programs will clearly advertise the expected salary of completers and the prospective job market.

GOAL E
Inspire a culture of career training and educational attainment to support future community health and prosperity.

- Clearly communicate, to the community and beyond, the value of post secondary training and education to serve a thriving economy and allow community members to earn a family supporting wage.