

# Chemeketa Community College 2022-2029 Strategic Plan



*Updated September, 2023*

## About the Strategic Plan

Chemeketa Community College has adopted a seven-year strategic planning cycle aligned with its institutional cycle of accreditation. The current cycle began in the 2022-23 academic year and runs through 2028-29. This Strategic Plan is intended to act as a map to guide the college to mission fulfillment at the culmination of the cycle. In alignment with participatory governance principles, the College Council, a representative group of employees and students, is responsible for the development and oversight of strategic planning.

The Strategic Plan is organized into five Strategic Themes, which represent key components of the college mission and vision. Each Strategic Theme is further broken down into Indicators which clarify and define the theme.

A companion to the Strategic Plan, the Strategic Scorecard contains specific metrics — organized by strategic theme and indicator — that will be used to define progress toward mission fulfillment. An expanded version of this document, the Strategic Scorecard and Action Plan is located on the college Intranet. Each year, it is updated with specific actions planned to impact the metrics associated with a particular indicator. At the end of the year, progress toward these actions is documented in the Strategic Scorecard and Action Plan.

As a Hispanic Serving Institution (HSI), Chemeketa is dedicated to authentically serving Latino/a/x and minoritized students and the community. To monitor fulfillment of this commitment, the college has developed an Equity Scorecard containing many of the Strategic Scorecard metrics in a disaggregated format. The Equity Scorecard serves as a tool to identify and address equity gaps through a focus on institutional accountability and continuous improvement. Indicators with a specific HSI focus are labeled within this document and college planning materials.

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## College Mission

Chemeketa transforms lives and strengthens communities through quality education, services, and workforce training.

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## College Vision

Chemeketa will be a gathering place for lifelong learning.

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## College Values

**Adaptability** - We embrace change, thoughtfully improve, and respond to students and our rapidly shifting world.

**Belonging** - We create a welcoming culture and environment that honors the ways people are diverse so that each individual feels valued, supported, and safe in their work and learning journeys.

**Community** - We forge meaningful connections and partnerships within Chemeketa and with the communities we serve.

**Opportunity** - We affirm the potential of each person to grow and learn, and are committed to providing equitable access to education and opportunity.

**Quality** - We strive for excellence through relevant, inclusive, and future-focused curriculum, services, and experiences.

## Strategic Themes

### Theme 1: Inclusive and Welcoming Culture

Chemeketa will create a welcoming culture through positive interactions and inviting spaces.

#### Indicators

**POSITIVE INTERACTIONS** - Students and employees experience a welcoming culture at Chemeketa through positive interactions and inviting spaces. (HSI)

**STUDENT SATISFACTION** - Students are satisfied with their experience at Chemeketa. (HSI)

**AFFORDABILITY** - The college addresses the financial needs and maximizes value for students.

**CULTURAL COMPETENCE** - Employees are prepared to serve Chemeketa's diverse student population.

**REPRESENTATIVE STUDENT DEMOGRAPHICS** - Chemeketa students are representative of Chemeketa's service area. (HSI)

**REPRESENTATIVE EMPLOYEE DEMOGRAPHICS** - Chemeketa employees are representative of Chemeketa students. (HSI)

### Theme 2: Holistic Student Support

Chemeketa will provide students with targeted support throughout their academic journey.

#### Indicators

**EFFECTIVE STUDENT RECRUITMENT** - Residents in Chemeketa's service area recognize Chemeketa as a good post-secondary option. (HSI)

**UTILIZATION OF STUDENT SERVICES** - College services support students throughout their academic journey and students know, use, and value the services offered. (HSI)

**ACADEMIC PROGRESSION** - Helping students stay on a path (Guided Pathways pillar) (HSI)

**COMPLETION AND TRANSFER** - Chemeketa students complete their educational goals in a reasonable timeframe. (HSI)

### Theme 3: Academic Quality

Chemeketa will enrich students' lives through relevant and engaging training, courses and programs.

#### Indicators

**OUTCOMES ASSESSMENT ENGAGEMENT** - Chemeketa faculty assess students within their academic areas to improve student learning outcomes/achievement.

**SEAMLESS UNIVERSITY TRANSFER** - Chemeketa ensures transferable courses are accepted at Oregon public universities.

**POST-CHEMEKETA SUCCESS** - Chemeketa graduates will be well-prepared for success in their next step. (HSI)

### Theme 4: Community & Workforce Engagement

Chemeketa will be responsive to the changing and evolving workforce training needs of local employers.

#### Indicators

**EMPLOYER SATISFACTION** - Local employers have confidence in the quality of education and training provided by Chemeketa. Employers look to Chemeketa for their training needs.

**STUDENT INTERNSHIPS** - Chemeketa students have the opportunity for real-world learning with local employers. (HSI)

**COMMUNITY EVENTS** - Chemeketa is the place where people come for events. Community members are aware of robust programming at Chemeketa.

**EXTERNAL SUPPORT** - Chemeketa receives financial support through Foundation donations from community members, and institutional grants.

## Theme 5: Organizational Excellence

Chemeketa will serve as a healthy educational environment for the community, providing safe, up-to-date facilities and technology, opportunities for professional development, streamlined processes and sufficient resources.

### Indicators

**EMPLOYEE EXCELLENCE** - College employees are engaged, knowledgeable, and well-qualified to provide quality service and instruction that meets the needs of students. Employee professional development is encouraged and supported.

**FACILITIES & TECHNOLOGY** - Up-to-date resources, technology, environments, offices and facilities promote effective learning and working experiences in and out of the classroom.

**CAMPUS SAFETY** - Chemeketa is a safe learning and working environment.

**FISCAL SUSTAINABILITY** - Chemeketa maintains a healthy financial climate sufficient to support robust academic offerings and student supports.