Table of Contents

BRIEFINGS

1 Board of Education ............................................. 1-1 5
2 Instruction & Student Services ................................. 2-1 9
   Academic Foundations & Connections ....................... 2-5 14
   Arts & Sciences. ............................................ 2-33 43
   Connections with Business and Industry ................. 2-55 66
   Institutional Effectiveness & Planning .................... 2-63 75
   Technology, Applied Science & Public Services .......... 2-75 88

3 College Services ........................................... 3-1 107
   Bookstore ................................................. 3-3 110
   Business Services ....................................... 3-5 112
   Accounts Receivable .................................... 3-7 114
   College Safety ............................................ 3-9 116
   Campus Services ......................................... 3-11 118
   Custodial Services ....................................... 3-15 122
   Human Resources, Payroll and Title IX .................. 3-17 124
   Information Technology Services ......................... 3-21 128
   Enterprise Services ..................................... 3-23 130
   ITS Service Desk ......................................... 3-25 132

4 Institutional Advancement ................................ 4-1 134
   College Relations and Marketing ......................... 4-3 137
   Foundation ................................................. 4-5 139

INFORMATION

5 CCC Purpose, Mission, Core Themes & Code of Ethics ........ 5-1 144
6 Organization Charts ........................................ 6-1 146

7 Shared Governance ........................................ 7-1 170
   Shared Governance Principles .......................... 7-1 171
   Decision-Making and Shared Governance at CCC ...... 7-2 172
   CCC Committees ....................................... 7-22 192

8 Funding & Economic Impact ................................ 8-1 194
   Tuition & Fee Structure ................................ 8-1 195
   Summary of Revenues .................................. 8-2 196
   Comparative Tuition Rates .............................. 8-3 197
   Economic Impact Overview Fact Sheet .................. 8-4 198
   Bond Project Overview ................................ 8-5 199

9 Academic Calendar & Fast Facts. ........................... 9-1 201
   Academic Calendar ....................................... 9-1 202
   History of CCC .......................................... 9-2 203
   CCC Fast Facts .......................................... 9-3 204
   CCC Fun Facts .......................................... 9-5 206
   CCC at a Glance ......................................... 9-6 207
   Campus Map – Oregon City Campus ................. 9-7 208
   Campus Map – Harmony Community Campus .......... 9-8 209
   Campus Map – Wilsonville Campus .................... 9-9 210
   Associate of Science Degrees & Partnership Agreements. 9-10 211
10 Community Profiles ......................................................... 10-1 213
Milwaukie ................................................................. 10-1 214
Happy Valley ............................................................ 10-3 216
Gladstone ................................................................. 10-5 218
Oregon City ............................................................... 10-7 220
West Linn ................................................................. 10-9 222
Wilsonville ............................................................... 10-11 224
Colton ....................................................................... 10-13 226
Estacada ................................................................. 10-15 228
Canby ................................................................. 10-17 230
Molalla ................................................................. 10-19 236
1 Board of Education
Clackamas Community College is governed by a seven-member Board of Education. Members, elected to four-year terms, represent each of the seven zones in the CCC College Service District.

Board members are:

**Zone 1**
Greg Chaimov  
Term expires June 30, 2019

**Zone 2**
Rob Wheeler  
Term expires June 30, 2021

**Zone 3**
Dave Hunt  
Term expires June 30, 2021

**Zone 4**
Chris Groener  
Term expires June 30, 2019

**Zone 5**
Ron Adams  
Term expires June 30, 2019

**Zone 6**
Jane Reid  
Term expires June 30, 2021

**Zone 7**
Irene Konev  
Term expires June 30, 2021

---

**Who we are:**

Clackamas Community College is governed by a seven-member Board of Education. Members, elected to four-year terms, represent each of the seven zones in the CCC College Service District.

**Name:** Denice Bailey  
**Title:** Executive Assistant to the President/Board Secretary  
**Department:** Board of Education

**Contact information:**
Phone: 503-594-3012  
Email: denice.bailey@clackamas.edu  
Campus location: Barlow Hall Executive Offices

---

**Budget:**

~$40,000
**What we do:**

The Board of Education oversees the development of programs and services and the adoption of policies and budget to meet the needs of the college district.

The board generally meets the second Wednesday of the month, except for August, during which the board does not meet. Board policies can be found online on the college website.

**Current projects:**

Currently we are doing a review of all board policies. The goal was to have the review finished by July 2018, but it is likely that we will not make that deadline and will have to do a few in fall 2018. Oregon School Boards Association (OSBA) currently hosts and provides updates to our policies. Oregon Community College Association (OCCA) is piloting a policy hosting service, which we may consider switching to in the future.

**Goals/priorities:**

Board goals for 2016-17 were:

**College Readiness**

- Strengthen curricular, instructional and student services partnerships with high schools in our college’s district to improve readiness for Clackamas Community College.
- Deepen K-12 district board/administration with CCC board/administration
- Focus 2016-17 community engagement conversations regarding CCC partnerships with their district

**Academic Innovation and Relevance**

- Continue to create an overall portfolio of high-quality, relevant, innovative and evidence-based instructional methods, programs, environments and models to better serve our students and community.
- Continue to support First Year Faculty Experience and expand support a continued second year for the cohort
- Request assessment on leadership development for all staff
- Create an onboarding experience relevant for all new employees

**Financial Sustainability**

- Increase institutional resources and capacity to better fulfill our mission through:
  1) obtaining more grants and donations;
  2) using existing resources more effectively;
  3) creating sustainable programs, services and partnerships;
  4) preserving public trust through responsible and transparent fiscal operations.
- Advocate for capital and safety appropriation requests
- Assist CCC Foundation in capital and scholarship fund efforts
- Communicate capital cost escalation and its impact on bond projects

**Guided Pathways**

- Degree- and certificate-seeking students will have clearly articulated guided educational and career pathways based on each student’s stated intent.
- Identify on tentative annual calendar work session and regular session topics that influence guided pathways
- Identify on all career pathways, one-year and two-year degree program approval recommendations how the program recommending approval supports guided pathways principles and implementation

Track key measures of retention and completion
Track multi-year data for first-term persistence, full-time success rate within 150 percent of time (graduation or transfer), transfer awards (AA, AS, OTM, AGS), CTE awards (AAS, Cert CC), and reimbursable FTE.

**Recent milestone/successes:**

Hiring a new president!
This page intentionally left blank.
2 Instruction & Student Services
Name: David Plotkin  
Title: Provost / Vice President of Instruction and Student Services

Contact information:
Phone: 503-594-3020 (work)  
503-710-6318 (cell)  
Email: david.plotkin@clackamas.edu  
Campus location: Barlow Hall Executive Offices

Divisions in area:

Academic Foundations and Connections. Dean: Tara Sprehe
- Counseling; English; English as a Second Language; Enrollment Services (Admissions, Registrar); Financial Aid; Health, Physical Education and Athletics; Learning Center (tutoring); Mathematics; Skills Development; Student Leadership and Engagement; Student and Academic Support Services (Advising, Career Center, Graduation Services, Veterans Center, Disability Resource Center).

Arts and Sciences. Dean: Sue Goff
- Art (including Digital Media and Communications); Business and Computer Science; Communications (including Theatre); Engineering; Horticulture; Music; Science; Social Science; World Languages.

Connections with Business and Industry. Executive Director: Lisa Davidson
- Customized Training, Small Business Development Center, Workforce Development

Institutional Effectiveness and Planning. Dean: Bill Waters (until June 30, 2018)
- Curriculum and Scheduling, Educational Partnerships, Grants, Instructional Support and Professional Development (including Assessment), Institutional Research, Library and Distance Learning.

Technology, Applied Science and Public Service. Dean: Cynthia Risan
- Automotive Technology; Manufacturing Technology (including Welding); Human Services, Education; and Criminal Justice
- Harmony campus: Health Sciences (including Certified Nursing Assistant, Clinical Lab Assistant, Dental Assistant, Medical Assistant, Nursing)
- Wilsonville campus (Apprenticeships, Wildland Fire, Emergency Management, PGE Partnership)

Budget (General Fund and Fee fund expenditures):
Department Budget: $938,481  
Total budget responsibility, including Divisions: $35,195,856

Who we are:
- David Plotkin, Vice President
- Sara Sellards, Executive Assistant
- Bill Waters, Dean of Institutional Effectiveness and Planning
- Cynthia Risan, Technology, Applied Science and Public Service
- Lisa Davidson, Executive Director of Connections with Business and Industry
- Sue Goff, Dean of Arts and Science
- Tara Sprehe, Dean of Academic Foundations and Connections
VP direct reports: 6

Personnel in Instruction and Student Services:

<table>
<thead>
<tr>
<th>CLASSIFICATION</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>FTF</td>
<td>128</td>
</tr>
<tr>
<td>Classified</td>
<td>129</td>
</tr>
<tr>
<td>Admin/Confidential</td>
<td>26</td>
</tr>
<tr>
<td>PTF</td>
<td>539</td>
</tr>
</tbody>
</table>

What we do:

Each dean has individual responsibility for their area. As a team, we work on:

- Continuous improvement
  - Academic and service assessment
  - Processes around strategic planning
  - Academic and student service priorities
  - Accountability for division and strategic priorities
  - Accreditation
- Faculty and staff development
- Academic and student service policies and process improvement
- Communication about priorities and projects across the institution
- In addition, the Vice President of Instruction and Student Services works on:
  - Team-building
  - Mentoring of direct reports and leadership development
  - Outreach: HECC Transfer Advisory Group; HECC Credit for Prior Learning Advisory group; Board member, Clackamas Workforce Partnerships (local WIB); Council for Instructional Administrators
  - Internal connections to instruction, student service and college service departments
  - Learning regrading: trends in higher education, community colleges
  - Labor-management relations and bargaining

Current projects:

- Guided pathways
- Collaboration on space planning
- Diversity, equity and inclusion
- Strategic enrollment management (SEM) planning
- Assessment
- Alignment of planning and budgeting processes

Goals/priorities:

- Student Success – Support successful actions to implement guided pathways
- Build revenue streams – Grow existing revenue streams and identify new sources of revenue
- Improve data collection and use for decision making – Successful implementation of Mission Fulfillment Committee, new planning and budgeting cycle, response to NWCCU, beginning prep for spring 2019 mid-cycle report
- Continue advocating for CCC to be a learning organization – Planning for leadership transitions
- External communication – Learn about and communicate to CCC community our service district’s needs concerning academic programs; match needs to best practices in student learning and support

Initiatives:

Student Success Guided Pathways:

- Adopting Navigate software
- Creating systemic collaborative advising system
- Ramp up Teaching and Learning Workgroup for guided pathways – to encourage further engaged learning models, high-impact teaching and learning practices
- Identifying educational focus areas (meta-majors) and guided pathways curriculum maps
- Connect curriculum maps to pre-college programs
Building revenue streams:
• Through SEM plan, including collaboration with marketing, create systemic and strategic promotion of the college to build reimbursable FTE
• Continued support for Connections with Business and Industry, to create customized training revenue stream
• Increase student retention

Improve data collection and use for decision-making:
• Continue assessment program – emphasizing connection between academic and service assessment with resource allocation
• Work to improve integration of assessment – planning – budgeting
• Communicate clearly achievements related to strategic priorities
• Develop core theme indicators more fully

Learning Organization:
• First-Year Faculty Experience (FYFE) and expansion beyond year one
• Assessment as a learning and research process – continue to send staff/faculty to conferences and continue internal learning activities
• Guided pathways – continue to introduce faculty and staff through conferences and peer-learning the principles of guided pathways
• Model importance of learning, through informal experiences (e.g., Pizza with Plotkin)
• Emphasize professional development as a community activity in collaboration with the Department of Instructional Support and Professional Development

External communication:
• Continue as Council for Instructional Administrators representative on the HECC Transfer Advisory Group (Testified with HECC staff on first report to House committee, presenting to first Unified Statewide Transfer Agreement groups)
• Continue on Clackamas Workforce Partnership board; join the Business Goal Advisory Group.
• Outreach based on strategic program extension or creation (e.g., adult day care initiative)

Recent milestone/successes:
• Member of Oregon Pathways Institute, Cohort I
• Addressing NWCCU recommendations, especially building assessment program – being taken off warning as a public sanction
• Creating more discipline regarding curriculum creation and suspension
• Regional Promise Grant with local school districts/Clackamas ESD

Significant challenges/issues:
• Turnover in last three years in Instruction and Student Services team
• New executive team – an opportunity and a challenge
• Maintaining strategic focus during transition
• Budget forecast and decisions that need to be made around revenues and expenses
• Bargaining in 2018-19 with three associations
Academic Foundations and Connections
Academic Foundations and Connections

Name: Tara Sprehe
Title: Dean, Academic Foundations and Connections (AFaC)

Contact information:
Phone: 503-594-3430
Email: taras@clackamas.edu
Campus location: Barlow Hall 240b

Division Team:

• Associate Dean of Academic Foundations and Connections and Instruction and Student Services/Title II Director, Darlene Geiger
• Associate Dean of Enrollment and Student Services Services, Jennifer Anderson
• Administrative/Project Coordinator, Tami Strawn
• Business Analyst Project Coordinator, Max Wedding
• Applied Information and Technology Specialist, Jonathan Abramson
• Additionally, the Director of Student Leadership and Engagement is currently reporting to the dean position.

Departments in division:

• Athletics/Health/Physical Education (HPE)
• Counseling
• English
• English as a Second Language (ESL)
• Financial Aid
• Enrollment Services
• Learning Center
• Mathematics
• Skills Development
• Student Academic Support Services
• Student Life and Leadership Leadership and Engagement

Budget:
Division total: $12.6 million
Division office: $1.3 million

Who we are:
Our division is a unique blend of instruction and student services. With the exception of community education, AFaC interacts with almost every Clackamas Community College student in some capacity. We are collaborative and intentional in providing excellent instruction and service to CCC students.
What we do:

The AFaC division provides traditional student affairs-related services from recruitment through graduation, including athletics and counseling. In the instructional areas, we provide foundational courses essential for almost every college and pre-college learner while also offering college-level programs and courses that serve as requirements for our degrees and certificates. We build bridges between the curriculum and services students need to be successful in pursuit of their educational goals. Some examples of what we have accomplished as a division:

• Redesigned developmental education courses and created math pathways
• Moved to “multiple measures” for placement and created the Placement Advising for Student Success (PASS) program to more accurately place students in the appropriate courses to reduce time in developmental education courses
• Developed a Learning Center that includes highly successful math and writing labs

These efforts are the results of faculty and student services staff working together to reduce barriers students face in reaching their education goals.

Current projects/priorities/initiatives:

• Providing leadership, direction and support for guided pathways initiatives, including the development and implementation of Education Advisory Board’s (EAB) Navigate (onboarding and enhanced advising support software)
• Overhauling our current advising model to move away from triage advising toward intrusive and mandatory advising. The project is called Collaborative Advising and involves both professional advisors (academic and career coaches) and faculty advisors
• Supporting academic assessment work begun in 2016-17 and service area assessment begun this academic year
• Discussing space allocation and strategizing needs/alignment of instruction and services in anticipation of new student services/community commons building
• Realigning our Behavior Intervention Team, Title IX team and Conduct team to enhance service to students and faculty/staff.

Significant challenges/issues:

• Like a lot of areas across campus, we are stretched thin, with personnel (especially directors) providing leadership over multiple functional areas.
• Implementing WIOA changes is requiring a heavy lift on some academic areas as we work to ensure compliance.
• Trying to “scale up” services we know students need (e.g., mandatory advising) in a resource-strapped environment.

Our division is extraordinary. What we do for students even with limited resources demonstrates our continued commitment to the success of each and every CCC student.
Name: Jennifer Anderson  
Title: Associate Dean, Enrollment and Student Services  

Contact information:  
Phone: 503-594-6222  
Email: jennifer.anderson@clackamas.edu  
Campus location: Community Center 123  

Departments /Programs :  
Enrollment Services: Registration and Records, Admissions/Recruitment, International Student Admission, and Retention and Orientation  
Financial Aid and Scholarships: Financial Services and FASA Lab  
Student and Academic Support Services: Advising, Career Services, Graduation Services, Veteran Services and Disability Resource Services  

Budget:  
Falls under the AFaC Division  

Who I am:  
I report to the dean of AFaC and I oversee the Enrollment Services, Financial Aid and Scholarships, and Student and Academic Support Services units. These teams are directly involved with enrolling and retaining students at all levels to Clackamas Community College. Please see specific briefing documents for each of these areas for detailed unit information. As part of my associate dean role, I also chair the Behavior Intervention Team (BIT) and manage student conduct issues for the AFaC division and I chair the Access, Retention and Completion (ARC) committee, which is directly involved with identifying and addressing gaps to support student success at the institution.  

What we do:  
• Enrollment Services: Led by the registrar, this unit is responsible for recruitment, admission and registration activities for students across the institution as well as for registration and academic recordkeeping for the institution.  
• Financial Aid: Led by a director, this unit is responsible for financial aid and scholarship awarding and distribution to students at all levels throughout the institution as well as for educating students about financial aid services and tools like financial literacy and loan management.  
• Student Advising and Academic and Support Services: Led by a director, this unit is responsible for academic and career advising for students at all levels of the institution as well as providing key support to students through the Disability Resource Center, Veterans Services and Graduation Services units.  
• Behavior Intervention Team (BIT): There are five standing members of this group who represent associate deans from each division, the chair of the Counseling Department, the Title IX co-coordinator, the director of college safety and the Oregon City Police Department college resource officer. The goal of this group is to receive and respond to students who are exhibiting signs of distress or disruption with a philosophy of providing wraparound services to individuals in support of student success. This group also serves
as the first tier of threat assessment for the college and elevates threat issues as needed. This group meets every week and additionally as needed.

- Current initiatives of this committee include identifying a database solution for maintaining and managing conduct cases, moving to a case management system for triaging referrals and coordinating threat assessment work between this committee and the Oregon City Threat Assessment Team.

• **Access, Retention and Completion (ARC) Committee:** There are 20-plus members of this committee, which represent faculty and associate deans from each division and various directors who are involved with students and/or are leading access, recruitment and completion initiatives. This group is responsible for developing and vetting student-related policies as well as identifying and addressing gaps that may be causing barriers to student success. This group is also involved with discussing and developing initiatives related to growing enrollment and maintaining retention.

- Current initiatives of this committee include developing and vetting a number of student-related policies including religious holidays, course overload, service animals and code of conduct. This group is also in the process of reviewing current work related to recruitment and retention activities and identifying gaps and potential barriers that need additional work.
INSS – ACADEMIC FOUNDATIONS AND CONNECTIONS

Pre-College Student Success

Name: Darlene Geiger
Title: Associate Dean of Instruction and Student Services and Title II Director

Contact information:
Phone: 503-594-3392
Email: darleneg@clackamas.edu
Campus location: Dye 142

Departments/Programs:
- Adult Basic Skills (ABS)/Title II
- Developmental Education
- Testing and Placement Services

Budgets:
$310,000 from Title II grant award ($275,000) plus Corrections contracts ($35,000)
General funds in English, Math, ESL and Skills Development Department budgets
$55,000 generated in testing fees associated with non-CCC testing

Who we are:
The pre-college student is primarily who we serve in our programs where integrated models of instruction and student support services are unfolding. Developmental Education courses appear in multiple departments within AFaC (Academic Foundations and Connections). Title II is primarily located in ESL and Skills Development Departments and is also a mandated partner in the Workforce Innovation and Opportunity Act (WIOA) legislation, which makes the success of these programs integral to the Clackamas Workforce Partnership (CWP) and our CCC Workforce Development Department, as well as our enrollment strategies for certificate and degree programs college-wide.

Testing and Placement Services serves our campus stakeholders as well as those seeking testing services for non-college related goals. The office at Oregon City is designed for a “multiple measures” approach to student placement needs, which is our PASS (Placement Advising for Student Success) program. A full-time placement and advising coordinator works with a math and English faculty department representative to support the continual improvement and training needs associated with the success of the PASS program.

What we do:
To prepare ABS and Developmental Education pre-college students for a successful transition to credit coursework or employment, we provide opportunities for instructional innovation among departments while identifying areas for integration among student service professionals and instructional faculty.

The English as a Second Language (ESL) and Skills Development Departments fall under the umbrella of Adult Basic Skills (ABS) or Title II/WIOA. The departments are responsible for service operations related to admission, testing, enrollment, placement and advising. ESL and Skills Development faculty, who may also provide Developmental Education, work closely with math and English faculty to align curricular outcomes for accelerated learning toward college and career transitions; this work has evolved alongside WIOA, Developmental Education redesign and guided pathways initiatives.
Testing and Placement Services at the Oregon City campus is also within AFaC and currently under the supervision of AD/Title II Director, who is primarily focused on implementing the vision for an integrated division to promote student success for the pre-college and first-year student populations. With significant responsibility for Adult Basic Skills and Developmental Education at both statewide and local workforce meetings, the AD/Title II Director position is accountable to both internal and external partnerships as well as the shared outcomes related to mission fulfillment and Title II grant compliance.

**Initiatives:**

- Researching concurrent enrollment (Integrated Education and Training - IET) model with Educational Partnerships office to provide pre-college populations with a clear onramp to instruction and supports needed for success. In cases of ABS populations, this means they will simultaneously earn a pathway certificate and GED credential or ESL proficiency.
- Developing wraparound support models with clarification of roles and responsibilities relevant to improving student outcomes.
- Scaling PASS for greater consistency for the new student placement experience; refining writing and math pathway tools for training and outreach.
- Providing Title II presence among the frontline staff at WorkSource Oregon office.
- Establishing a regular reporting cycle for program improvement goals.

**Challenges:**

- Consistency of operations when providing student support to the pre-college populations. For instance, the three testing offices at CCC are not designed to provide WIOA-mandated assessments to students.
- Title II funding is acquired through a competitive bidding process: Funding for 2020 is reliant upon the implementation of an Integrated Education and Training (IET) model that addresses targeted sectors in the workforce region using career pathways framework for ABS student transitions.
- Designing a referral process with internal and external partners that is both systematic and holistic for a wraparound approach when addressing student barriers.
- Significant professional development for faculty, staff and administration is needed to achieve desired outcomes for the pre-college student populations in our community.

**Opportunities:**

The current structure of AFaC provides a steadfast momentum for goals associated with workforce (WIOA) as well as related instruction for pathways associated with traditional transfer paths. We are well positioned to strengthen partnerships through continued focus on innovation and collaboration both across the college and among community agencies. A sample of this work, which has been aligned with strategic priorities, includes:

- A WIOA “systems mapping” project to use a referral process that more holistically addresses goals and needs of the job seeker.
- A Placement Advising for Student Success (PASS) model for student educational planning based on goals.
- Alignment of curriculum from Developmental Education and ABS courses to college-level reading/writing.
- A redesigned GED intake orientation process to better address student goals for transition to college or employment.
- Co-located support staff, which includes an academic coach, retention counselor and academic coach, are assigned to the instructional areas that serve pre-college students at Oregon City.
Financial Aid and Scholarships

Name: Karen Ash
Title: Director of Financial Aid and Scholarships
Contact information:
Phone: 503-594-3099
Email: karen.ash@clackamas.edu
Campus location: Roger Rook Hall 111

Budget:
Overall $927,589 [personnel: $902,323 (11.25 FTE), materials/supplies: $25,266]

Who we are:
• Director (1)
  – Karen Ash
• Financial Aid Analysts/Systems Support Specialists (1)
  – Terrie Sanne
• Financial Aid Specialist and Scholarship Coordinator (1)
  – Klaudia Cuevas
• Financial Aid Representative and Federal Work Study Coordinator (1)
  – Rochelle Dawn
• Financial Aid Specialist (5.75)
  – Sara Alexander (Lead Specialist)
  – Molly McColloch
  – Stephanie Sampedro
  – Liza Gotter (.75)
  – Greg Anderson
  – Starr Muramaru
• Assistant (.5)
  – Christie Hansen
• FAFSA Lab assistant (1)
  – Stephey Fajardo (.5)
  – Evangeline Richardson (.5)

What we do:
The Office of Financial Aid and Scholarships awarded $33 million in aid for the 2016-2017 academic year. We receive approximately 12,000 FAFSA applications per year, serving 3,770. Sixty-seven percent of financial aid recipients are Pell Grant eligible, and 84 percent of our students receive some form of financial aid. Approximately 90 students are employed on campus and within the community through our Federal Work Study program. The Oregon Opportunity Grant funded 1,437 students and the Oregon Promise Grant funded 584 students.

Current projects:
• Exploring financial literacy models
  – Applying for institutional mini-grant to offer on-site student loan debt coaching
• Implementing Financial Aid Self-Service Colleague
• Default management - Current draft cohort default rate for fiscal year 2015 is 19.7 percent
  – Researching options for early intervention with delinquent borrowers
Goals/priorities:
• Streamline processes through the development of Self-Service
• Increased access to staff
  – Offer one-on-one financial aid advising to student
  – Workshops on campus for staff and students

Initiatives:
• MESA (Matched Education Savings Account) program

FAFSA/ORSAA Lab
CCC offers a free drop-in FAFSA/ORSAA Lab open to students and the community to get hands-on help with the financial aid process. Current and future students, as well as members of the community, are all invited to get the answers they need to help pay for their education. Completing the FAFSA application is the first step in securing federal financial aid, including grants, work study and student loans. The FAFSA/ORSAA Lab can help with:
  – Initial FAFSA completion or renewal application
  – FAFSA corrections
  – Using the IRS Data Retrieval Tool (DRT)
  – Federal Student Aid ID (FSA ID)
  – MyClackamas email access
  – Completing the Master Promissory Note (MPN)
  – Completing entrance and exit loan counseling
  – Accessing and completing financial aid documents
  – Completing the Oregon Student Aid Application (ORSAA)
  – Completing the CCC Foundation scholarship application
  – General information and questions about financial aid and scholarships

Recent milestone/successes:
• Reduced processing time for student awarding
  – During the 2016-17 award year, average awarding time was 12 weeks
  – For the 2017-18 award year, the average awarding time is four weeks
• Extended front counter hours

Significant challenges/issues:
• Document management
  – Current processes are paper heavy
  – Document imaging system does not have search or reporting functionality, Optical Character Recognition or integrated within the Colleague
• Interactive forms
  – Current forms are PDFs, which must be completed manually
• Technology
  – Need of online forms
  – Enhanced reporting tools
  – Enhanced data collection tools
Student and Academic Support Services

Name: Dustin Bare
Title: Director, Student and Academic Support Services

Contact information:
Phone: 503-594-6133
Email: dbare@clackamas.edu
Campus location: Community Center 120

Departments/Programs:
- Advising, Career Services
- Graduation Services
- Veteran Services
- Disability Resource Services

Budget:
General Fund: $1,314,943 personnel (14.34 FTE)
$208,588 materials and supplies
Fee Funds: $12,836 personnel
$13,650 materials and supplies
Grant Funds: $101,648 personnel (1 FTE)
$40,683 materials and supplies

Who we are:

Student and Academic Support Services
- Director, Student and Academic Support Services FT (1)
  - Dustin Bare

Academic Advising
- Academic and Career Coach Coordinator FT (1)
  - Kara Leonard

- Academic and Career Coach, Career Tech FT (1)
  - Jodi Stapleton

Career Services
- Student Support and Career Coordinator, Completion FT (1)
  - Kyle Thomas
- Career Services Specialist PT (1)
  - Cara Mitchell

Graduation Services
- Graduation Services Evaluator, Lead FT (1)
  - Sarah Steidl
- Graduation Services Evaluator FT (1)
  - April Smith
- Graduation Services Specialist PT (1)
  - Taylor Copher
Disability Resource Center

- Disabilities Services Coordinator FT (1)
  - Christina Bruck
- Assistive Technology Specialist FT (1)
  - Currently Vacant
- Disabilities Resource Specialist PT (1)
  - Nicholas Hadley

Veteran Services

- Veteran Services Coordinator FT (1)
  - RB Green
- Veterans Education Benefits Specialist FT (1)
  - Eboni Fredrick-Pettway
- Veterans Outreach and Retention Specialist FT (.8)
  - Currently Vacant (new Grant Funded position)
- Veterans Education Benefits Specialist PT (1)
  - Danielle Folliard

What we do:
Student and Academic Support Services assists students with a range of programs designed to help them achieve their academic and personal goals, and to prepare CCC graduates to be engaged citizens and successful members of the workforce in an increasingly diverse society.

Current /ongoing projects, recent successes and goals by area:

The Academic and Career Coach team has spent 2017-18 transitioning students to a new computer-based academic planning software where students are able to “Plan, Schedule and Register” for their courses. In addition, this team is implementing EAB’s Navigate Campus advising module, which will allow for a better experience for students when scheduling advising appointments and better student reports for advisors.

During the 2018-19 academic year, this team will continue improving the workflow between new software to ensure students experience full support from the beginning of their academic career to their completion. Next year’s projects are: develop and implement an early alert procedure through Navigate Campus, continue to expand the collaborative advising model to maximize the efficiencies of both professional and faculty advisors, and develop a structure for mandatory advising check-points.

The Veteran Services team continues to receive recognition as one of the best two-year colleges for veterans in the nation. This accolade is a result of our unique organization, which includes the co-location of a veterans service coordinator and certifying official. Having both of these staff members in the same office allows us to provide full wraparound services for veteran students and family members.

This team just received a grant to focus on the marketing, outreach and retention of Clackamas County veterans who are eligible for benefits and to increase our enrollment and completion numbers for this cohort.

The Graduation Services team currently reviews all external transcripts and articulates them into CCC credits, builds the college’s degrees and certificates, and reviews academic records to determine completion. This team is beginning to explore how we might auto award credentials in the future. They will begin auto awarding certificate (one year) and pathway (less than one year) credentials that are part of a student’s declared academic program.

The Disability Services team provides and supports equal educational access for all students by determining appropriate academic accommodations for their course(s). They frequently work with community partners and local high schools to ensure students transitioning to CCC receive appropriate supports. The goal for this department during the 18-19 school year is to increase the number of faculty and staff trainings to enhance the college community knowledge of disabilities and ADA compliance laws.

The Career Services team provides individual career assessment analysis and job search (resume, cover letter, interview practice, etc.) materials review, as well as career-related workshops to support students who are beginning their job-search process. They also organize two large career fairs, which bring in more than 50 companies to meet with more than 400 students each. A goal for this next year is to increase the number of student we have registered with Career Coach, which is our career assessment and exploration software.
INSS – ACADEMIC FOUNDATIONS AND CONNECTIONS

Enrollment Services

Name: Chris Sweet
Title: Registrar/Enrollment Services Operations Manager

Contact information:
Phone: 503-594-3370,
Email: chris.sweet@clackamas.edu
Campus location: Roger Rook Hall 108

Departments /Programs
• Registration and Records
• Admissions/Recruitment
• International Student Admission
• Retention Coordinator/Orientation

Budget:
Overall $998,330 [personnel: $949,605 (12.5 FTE), materials/supplies: $48,725]

Who we are:
Office of the Registrar
– Registrar/Enrollment Services Operations Manager: Chris Sweet

Registration & Records: Lindsey Pierce
– Enrollment Services Specialist, general: Donna Ford, William Burkhalter, Travis Swanson and Graham Keeney (part-time)
– Enrollment Services Specialist, bilingual: Maria Dixon
– Enrollment Services Specialist, international students: Melissa Padron
– Administrative support, part-time: Rose Lefebvre

Admissions/Recruitment (includes Welcome Center in Roger Rook Hall)
– Admissions Counselor, lead: Ariane Rakich, general, Ivan Acosta and Lindsay Curletto
– Admissions Counselor, CTEC focused, part-time: Britany Ellerbrook
– Administrative Support, part-time: Tracy Huddleston, TBD

Retention Coordinator/Orientation
– Student Support and Enrollment Coordinator, Retention: Ryan Stewart

What we do:
Office of the Registrar
• FERPA compliance, Primary Designated School Official (PDSO), budget and staff oversight for all of Enrollment Services, Northwest Athletic Conference athlete verification, records custodian

Registration and Records
• Process registration requests, transcripts, degree/enrollment verification, payments/cashiering, frontline customer service, records maintenance, processing variety of registration-related forms, basic financial aid help, change of grade processing
• International student admissions, Designated School Official (DSO) (2), Student & Exchange Visitor Information System (SEVIS) maintenance/compliance

**Admissions/Recruitment**

• Recruitment of new students (college fairs, tours, one-on-one appointments, high school visits
  
  – Assist new students with “getting started” steps (admissions through initial advising)

**Retention Coordinator/Orientation**

• Oversee/update online orientation

• Develop workshops and events to assist in retention of students

• Provide liaison work between Enrollment Services, Financial Aid and Marketing

---

**Recent milestone/successes:**

• Changes to policies and procedures to make things better for students, this includes a change to waitlist process and a change to senior audit tuition waiver program.

• Implementation of a new online orientation program.

• Rebuilding and streamlining of online admissions application that makes it easier for students to fill out the appropriate application.

• Reduced processing time of online applications from 48-72 hours to less than 20 minutes.

• Implementation of Ellucian Student Planning that allows students to better plan their degree and register for classes. It also provides faculty with an online tool to provide consent to students to register for their classes.

• Implementation of the enforcement of prerequisites to ensure students are in the correct level of courses.

• Admissions counselors providing placement into foundation level courses during one-on-one appointments to make sure new students are appropriately placed prior to registering for the first time.

• Chris Sweet, registrar, is the current president-elect for the Pacific Association of Collegiate Registrars and Admissions Officers, will take over as president in November of 2018.
INSS – ACADEMIC FOUNDATIONS AND CONNECTIONS

Student Leadership and Engagement

Name: John Ginsburg
Title: Director, Student Leadership and Engagement; Title IX Co-Coordinator

Contact information:
Phone: 503-594-3030
Email: john.ginsburg@clackamas.edu
Campus location: Community Center 152

Departments/Programs:
- Student Life and Leadership
- Associated Student Government (ASG)
- Transportation

Budget:
Student life and Leadership: $300,000
ASG: $60,000
Transportation: $225,000

Who we are:

Student Life and Leadership
- Director – John Ginsburg
- Coordinator – Michelle Baker
- Program Manager (part time) for Multicultural Center – Xiao Tan
- Office Assistant (part time) – Cynthia Boettcher
- Service Learning Specialist (full-time temporary through Americorps) – Benny Kuang
  - Student Government President – Jairo Rodriguez
  - Student Government Vice President – Daniel Romero
- Student Government Directors, Officers and Senators (about 20 total)
- Peer Assistants (about 20 in overall program across campus; three in Student Life and Leadership)
- Four work-study students

Transportation
- Systems Analyst – Ray Atkinson (starts June 11)
- Peer Assistant
What we do:

• The mission of Student Life and Leadership: Create engaging programs, provide essential services and develop meaningful connections that empower students to be successful and well rounded.
• Student government (ASG)
• Student activities
• Multicultural Center
• International student support
• Service learning
  – Campus projects
  – Coordination with local agencies
  – HD102: a service learning course in which students can receive 1-6 (or repeat until up to 6) credits for conducting service in the community (at 30 hours of service per credit).
• Peer Assistant Program
• Clubs
• Student leadership programs
• Retention programs throughout the year
• Textbook and calculator rental
• Small ASG grants (books, fees, transport, child care)
• Title IX reporting, investigation and liaison to Behavior Intervention Team
• Campus shuttle, public transit, bike rental and other transportation initiatives

Current projects/initiatives:

• Advisor/club manual
• Peer Assistant manual
• International student orientation
• Revision of ASG bylaws
• Student leader banquet
• Sexual Assault Awareness Month
• Welcome Week
• Welcome tents at Oregon City and Harmony campuses
• Assistance with policy development (Access, Retention and Completion Committee)

Goals/priorities:

• Assessment goal for 2017-18: data collection around service learning to determine how to make service learning a sustainable, permanent co- and extra-curricular experience for CCC students
• Summer coverage for ASG students (and compensation)
• Multicultural full-year calendar
• Sustainability on campus (reducing waste, compostable items in café)

Recent milestone/successes:

• International Week; Chinese New Year; other multicultural programs
• Showing of “Moonlight” on Coming Out Day
• ASG grants ($1,000s allocated to students)
• ASG involvement on campus committees; ASG training
• Work with Title IX, BIT and student conduct is becoming routinized
• Charter completion of Diversity, Equity and Inclusion Committee (John co-chair)
• Navigate work (student onboarding ready to launch pilot)

Significant challenges/issues:

• Keeping student leader positions filled
• Overstretched staff covering many things
• Needing more support for underrepresented populations (multicultural and international)
• Figuring out how to get students to attend programs, determining ideal time and method
Budget:

- General Fund Budget of 1.4 million
- Athletic student fee budget of 300k
- Fundraising and other accounts (12 and 73 FFX) of 180k.

Who we are:

1 FT Exempt Director
- Jim Martineau (Women’s Basketball Coach)

5 FTF Faculty
- Jessica Buel (Head Softball Coach)
- Keoni McHone (Head Cross Country/Track Coach)
- Tracy Nelson (Faculty Advisor for Fitness Tech Program)
- Josh Rhoden (Head Wrestling Coach)
- Robin Robinson

2 FT Classified
- Dotty Coburn (admin asst.)
- Kevin Arizo (Athletic Trainer)

1 PT Asst Director/Game manager
- Kayla Steen (asst. coach)

Key Part Time Faculty
- Miriam Coto (Interim Head Women’s Soccer Coach)
- Paul Fiskum (HPE instructor, Foundation Board member)
- Sarah Hoeke (Head Volleyball Coach, HPE instructor)
- Jim Hoppel (Head Baseball Coach, HPE Instructor)
- Tim Pantages (HPE instructor)
- Clif Wegner (Head Men’s Basketball Coach, HPE Instructor)
- Kathie Woods (HPE Instructor, NWAC Women’s commissioner)
- 10-15 PTF/asst.

What we do:

Health and PE:
We offer a variety of health classes that are required in many of the degrees across campus. We offer a variety of PE 185 classes that students take for personal enrichment and/or for AAOT requirements. We offer a 45-credit Fitness Technology Certificate Program.

Athletics:
We offer 11 varsity sports: W Volleyball, W Soccer, M&W Cross Country, M Wrestling, M&W Basketball, Softball, Baseball, and M&W Track and Field. Seven of the sports are led by head coaches who are FT Employees.
Current projects:
Remodeling in upstairs Randall to increase wrestling room space and designing outdoor athletics fields renovation.

Significant challenges/issues:
Facilities are our biggest issue right now. We are still competing at a very high level with some of the worst facilities in the NWAC. Updates are needed for track and field, softball, baseball, and soccer for our outdoor sports. Randall gym is in need of new scoreboards and bleachers.
**Name:** Carol Burnell  
**Title:** English Faculty, Department Chair

**Contact information:**  
Phone: 503-594-3256  
Email: carolb@clackamas.edu  
Campus location: Roger Rook Hall 237

---

**Budget:** $1,782,616

**Who we are:**

**Full-time administrative assistant**  
Rita Shaw  
Phone: 503-594-3254  
Email: ritas@clackamas.edu  
Campus Location: Roger Rook Hall, 243

**Full-time faculty**

- **James Bryant-Trerise**: college level composition, mythology, Shakespeare, British literature, world literature
- **Carol Burnell**: pre- and college level composition, mythology, science fiction, intro to lit series, previous writing center and learning center coordinator, rhetoric and composition, major advising, current department chair
- **Amanda Coffey**: pre- and college level composition, poetry writing, Latino lit, film, leadership and lit, intro to lit series, digital storytelling, writing across the curriculum
- **Ryan Davis**: college level composition, American lit, nature writing, creative nonfiction writing, technical and occupational writing, comics, film
- **Trevor Dodge**: college level composition, comics, literary theory, fiction writing
- **Taylor Donnelly**: pre- and college level composition, literary theory, women in literature, American literature, film, Shakespeare, introduction to creative writing, British literature, major advising
- **Sue Mach**: pre- and college level composition, playwriting and screenwriting, introduction to creative writing, digital storytelling, Shakespeare, intro to lit series, film, major advising, former department chair, major advising
- **Jeff McAlpine**: pre- and college level composition, world literature, Shakespeare, film, technical writing
- **Dave Mount**: pre- and college level composition, British lit, mystery fiction, intro to lit series, assessment, online teaching, former department chair, is an assessment coach, redesign of developmental reading/writing
- **Nicole Rosevear**: pre- and college level composition, fiction writing, creative nonfiction writing, current writing center and learning center coordinator, food writing
- **Matt Warren**: college level composition, film, digital storytelling, publishing, chief editor of Clackamas Literary Review—our literary magazine
Part-time faculty

- Monique Babin
- Elaine Beal
- Paul Crumrine
- Jennifer Davis
- Randy Murphy
- Leslie Ormandy (current Part-Time Faculty Association president)
- Anna Pekal
- Susan Pesznecker (Harmony liaison, also teaches for Clackamas Middle College)
- Matt Schumacher
- Rob Shaffer
- Amy Warren (PASS advisor)
- Sean Warren
- Adam Wickert
- Jaime Wood

What we do:

We teach courses in composition (WRD 98, WR 101, WR 121, WR 122, WR 227, WR 222), creative writing, publishing, literature and film. We offer a two-year AS degree (focus area English) with articulation agreements to MU, PSU, UO and OSU. We publish the literary magazine Clackamas Literary Review (CLR). We host the annual Compose creative writing conference each May. English faculty are deeply integrated in committees, assessment work and service to the college. We are a group of writers and academics who participate in our disciplines through professional memberships and by publishing. We co-coordinate the Learning Center with the math department, and we have a vibrant community of students who love literature and creative writing. We provide a wide array of opportunities for students, including peer tutoring and mentoring, the Writers Club, open mic readings, AS degree cohort meetings, and our Writer Laureate position. We also host a weekly community women’s writing workshop, Chrysalis.

Current projects and goals:

- Planning the May Compose creative writing conference
- Working on our assessment teams (composition, arts and letters, essential skills, AS degree in English)
- Growing the two-year degree cohort
- Guided pathways mapping
- Working with state Universal Statewide Transfer Agreement (USTA) group on English transfer agreement
- Continued improvements to the WRD courses and integrating WRD 90 into our department
- Collaborative advising

Recent milestones/successes:

- Developed two-year (AS) degree in English
- Spearheaded the development of the Learning Center
- PASS advising
- Redesign of developmental writing/reading
- Study Abroad opportunities
- Created an annual student trip to Oregon Shakespeare Festival in Ashland
- A group of English faculty published an OER for developmental writing
- CLR received an Oregon Book Award fellowship of $3500

Significant challenges/issues:

- Funding for part-time faculty
- Full-time faculty are stretched thin
- Seat loads in composition classes are above state average and national recommendation
- Learning Center is growing and needs more space and careful planning to manage growth
- Need to maintain publishing lab and literary arts center
- Need for marketing/recruiting support for the AS Degree and Compose
Budget:
We are funded by four budgets. For 2017-18, our budgets are as follows:

1. General Fund: $714,087
2. Title II grant: $103,750
3. ESL fee fund: $53,000 (estimated)
4. PIE fee fund: $20,800 (estimated)

Total = $891,637

What we do:
We offer a variety of classes at five levels, from beginning (little/no English) to advanced (pre-college). Our core curriculum is reading and writing, grammar, and listening and speaking courses. In addition, we offer a rotating selection of skill-builder courses, including pronunciation, extensive reading and vocabulary building. Our flexible program allows students to choose to study from two to five days a week, depending on their needs and availability.

In addition to providing classes, the ESL Department does its own placement testing, standardized progress testing (required by our Title II grant), advising and registration events. We connect students to resources needed to transition to college or career — services offered by Workforce advising and by the Career Services Office, college and career coaching, financial aid and more.

Current projects:
• Ongoing college-wide assessment: a more data-driven approach to assessing our program outcomes to identify what our program is achieving and how outcomes can be improved
• Exploring the development of several Integrated Education and Training (IET) programs, as required by Title II of WIOA (Workforce Innovation and Opportunity Act)
Goals/priorities:

• Raising student awareness of integrated support services (e.g., Workforce advisor, academic and career coach, resource specialist, outreach coordinator, counselor, tutors)

• Better marketing of our programs to reach potential students, both locally and internationally

• Making appropriate referrals to outside agencies that can remove barriers to attending classes or assist students with transitions to college or career

Recent milestone/successes:

• Providing PASS (Placement Advising for Student Success) advising to students who complete the advanced level reading and writing class

• Partnering with the Math Tutoring Lab to provide ESL students opportunities to develop their math vocabulary and refresh their math skills in preparation to transition to certificate and degree programs

• Partnering with the Writing Center to provide continued training to the peer mentors on effective tutoring strategies for supporting non-native English speakers

• Creating in-class ESL libraries for our Harmony campus classes

• Partnering with a community-based organization and community education to provide literacy-level classes in Canby, aimed at addressing barriers to attending

Significant challenges/issues:

• Developing the staffing and equipment capacity to meet the most recent standardized progress testing requirements for the Title II grant

• Limited budgets and resources for marketing both the PIE and ESL programs to the community so we can grow our programs.
Skills Development

Name: Camilo Sánchez
Title: Skills Development Department Chair
Contact information:
Phone: 503-594-3029
Email: camilos@clackamas.edu
Campus location: Dye Learning Center 138

Budget:
Approximately $844,000, 12 percent coming from Title II. Braided funding sources include:
- General Fund
- Fee Fund
- Contract: Clackamas County Jail
- Contract: Community Corrections, Clackamas County
- Contract: High school referrals
- Grant: Title II
- Grant: Innovation

Who we are:
ABE/GED, adult high school diploma, developmental English classes (in partnership with the English Department), transfer level reading and study skills classes

Full-time faculty:
- AJ Smith (will be department chair, Fall 2018)
- Brenda Marks
- Camilo Sánchez, department chair
- Lisa Nielson

Part-time faculty:
- Adriana Aristizabal, Spanish GED instructor/Oregon City and Canby
- Adam Wickert, RD115 College Ready/WRD90
- Brian Kidwell, parenting, life skills at the county jail and WRD90
- Brian Weydemuller, WRD90/GED at the Harmony campus
- Brittany Maloney, college skills
- Helen Paz, GED at the Harmony campus
- María Rosas, Spanish GED at the Gladstone Center and Harmony campus on Saturdays
- Paige Hairston, GED/EL115, WRD90
- Samantha Hatswell HSD
- Susan McKenna, ABE
- Valorie Larson, credit recovery
- Patrick Smida, resource specialist
- Sammy Warner, TA/jail/main campus
What we do:

Classes in the Skills Development Department include Adult Basic Education (ABE), GED, GED en Español, Adult High School Diploma and High School Credit Recovery, as well as developmental education classes in reading and writing, and credit courses in reading and study skills. We also teach GED, parenting and life skills classes at the Clackamas County Jail and Transition Center. The majority of our classes take place at the Oregon City and Harmony campuses, and GED en Español classes are offered at various locations throughout the district. We work closely with various stakeholders, both internal and external. The stakeholders include workforce, C-TEC Youth Services, Department of Human Services, Community Corrections, CCC departments and student services, various advisory groups and community agencies and the majority of the high schools in the county.

Current projects:

- WIOA implementation
  - JumpStart orientation pilot year
  - Building learning communities around Oregon Adult Learning Standards (OALS)
  - Workforce 101 and WIOA trainings
- Assessment:
  - Math planned learning outcomes
  - Language Arts planned learning outcomes
  - National reporting systems academic level gain (CASAS)
- Integrated education and training models (students can take college courses while also taking GED or ESL classes)
  - Reviewing outcomes of welding transition cohort
  - Next steps for 2018-19 and 2019-20
- Guided pathways
  - Representation on various committees
- WRD alignment to Oregon Adult Learning Standards (OALS), scope and sequence review to WR121, and review of transition between WRD090 and WRD098
- Rewriting department handbook

Goals/priorities:

- Use our resources and partnerships to better serve our diverse community.
- Align curriculum through our classes to the Oregon Adult Learning Standards (OALS) and backward align to credit classes and college level transferable classes
- Analyze efforts at retention and transition from student intake through transition to work or school

Recent milestone/successes:

- Considerable number students getting their GED at the county jail
- JumpStart pilot survey data looks good from student evaluations and provides areas of need from the partner evaluations
- Language Arts rubric review looks like placement efforts are having an expected impact on scores
- Number of students successfully moving up National Reporting Systems (NRS) levels have increased

Significant challenges/issues:

- Student recruitment (mainly Latino students for all the sites where we offer Spanish GED), how to integrate math for ESL and Skills Development and better collaboration to integrate IBEST model and how to integrate curriculum with WIOA requirements.
- Funding cycle under WIOA does not run on the fiscal or academic calendar posing budgeting challenges.
- Staffing at a level that ensures students have the support they need (often one on one) to effectively transition to school or work.
Counseling

Name: Stephanie Schaefer
Title: Counseling Department Chair

Contact information:
Phone: 503-594-6135
Email: sschaefer@clackamas.edu
Campus location: McLoughlin Hall 247

Counseling Office:
Phone: 503-594-3176
Email: counseling@clackamas.edu
Campus location: Community Center, offices 129-131

Budget:
General fund: $558,384
Fee fund as of 4-5-18: $56,580

What we do:
Counselors work from the micro to the macro — we serve individual students with counseling appointments (personal, academic and career counseling); we teach classes in Human Development and FYE (First Year Experience); we serve as liaisons to the divisions to support faculty and staff (Casey is liaison to TAPS, Lupe is liaison to AFAC, Stephanie is liaison to Arts and Sciences); we participate on BIT (Behavioral Intervention Team); we promote wellness with campus-wide initiatives; we respond to urgent situations in the moment; and we respond to tragic community experiences by leading the ETRT (Emergency Trauma Response Team) to staff support rooms for grieving students.

The Counseling Department participates in leadership at CCC. Our current Full-time Faculty Association president is a counselor and another serves on the Faculty Senate. We serve on a variety of committees, including Curriculum Committee, College Council, Guide Pathways, and Diversity, Equity and Inclusion. Counselors are often asked to participate in hiring committees and other work groups.
Current projects:

• “Because Wellness” initiative to promote wellness and de-stigmatize counseling
• Suicide awareness outreach
• Re-developing marketing materials for LCOP (Life and Career Options Program; a program for returning adult students experiencing a major life transition)
• Utilizing Job Search/Job Readiness course as an alternative to cooperative work experience (CWE) requirements for students in the welding program (trial sections during winter and spring 2018) could extend to additional AAS programs
• Campus guitar project

Goals/priorities:

• Reduce/eliminate suicide from our entire CCC community
• Link FYE curriculum to guided pathways (on radar for fall 2019)
• Utilize new Titanium software for better data; resolve ongoing IT issues with MS Outlook interfacing
• Continue high-quality counseling internship program, so we have three skilled interns to provide services to CCC students every year

Recent milestone/successes:

After five years of advocating for an additional full-time faculty counselor, we are thrilled that the college has chosen to hire one. We are currently in the interviewing process for this position. This is significant because there used to be six or seven counselors before restructuring and retirements (at one time, as many as 10). We now have a robust internship program (three per year) and that combined with a fourth counselor will allow us to do a better job of meeting student and staff demand for services.

Significant challenges/issues:

We are often asked to provide additional services to both our Harmony and Wilsonville campuses, which are quite limited but much appreciated. With receiving a fourth counselor next year, we are worried about any reductions in our part-time faculty budget that would impact services at our two other campuses.

In a guided pathways model, some of the human development credits we have taught for many years may not be as feasible as they were previously. Teaching classes is a core identity of our faculty counselors, and we wish to align our human development curriculum (as well as our FYE curriculum) with the guided pathways model so we are able to continue our model of providing individual counseling, teaching classes, providing liaison support and responding to urgent situations.
Name: Mark Yannotta  
Title: Math faculty, Department Chair  

Contact information  
Phone: 503-594-3335  
Email: marky@clackamas.edu  
Campus location: Streeter Hall 119  

Budget:  
Approximately $2 million  

Who we are: (Effective Summer 2018)  
The Mathematics Department is the largest department at the college (685.82 student FTE in 2016-17). In 2016-2017 (AY16), we served more than 5,500 students (duplicated headcount) on our three campuses, and annually we represent approximately 10 percent of the college’s total FTE.  

Administrative Assistant:  
• Barbara Simington  

Full-time faculty (10):  
• Stefan Baratto (data analyst)  
• Adam Hall  
• Mark Hull  
• Rhonda Hull  
• Carrie Kyser  
• Kurt Lewandowski (PASS coordinator)  
• Kelly Mercer  
• Scot Pruyn (Learning Center co-coordinator)  
• Bruce Simmons  
• Mark Yannotta (department chair)  

Part-time faculty (19):  
• Adriana Aristizabal  
• Jack Hevel  
• Michael Price  
• Todd Basil  
• Micki Josi  
• Rene Pyatt  
• Ted Bieber  
• Therese Lewandowski  
• Bill Wallace  
• Amy Brandenburg  
• Ellis Meuser  
• Cathy Warner  
• Morgan Chase  
• Garrett Nelson  
• Bob Webber  
• Rodica Gotur  
• Melinda Nickas  
• Annette Hall  
• Misay Partnof
What we do:

In our role as a service department, we offer both pre-college and transfer-level math classes on all three of our campuses, day and night, throughout the academic year. During the 2016-17 academic year, 5,604 students were enrolled in 249 different sections of math courses. To support these students, our full-time faculty members help ensure our math instruction is coordinated through our course-lead model, in which we develop and share class materials (syllabi templates, activities, tests, etc.). The full-time math faculty provides these resources and mentoring to our part-time faculty, so part-time instructors can focus on their primary responsibility, teaching mathematics. Our faculty collaborates with other departments to ensure students take the appropriate math courses they need to complete their degrees and certificate programs. The Math Department also supports our local high school partnerships by participating in both the Advanced College Credit/Dual Credit program, Sponsored Dual Credit program and in the annual College Skills Competition.

Current projects:

- Working on Math Pathways (continued revision on the STATS Pathway is the current priority, but we will begin revising the STEM Pathway in 2018-2019)
- Collaborating with the Community College Research Center (CCRC) and Education Northwest (EdNW) to explore lesson study as a sustainable model for professional development at two-year colleges
- Continuing our work on assessment

Goals/priorities:

- Continue the process of scaling up our Placement and Advising for Student Success (PASS) program
- Continue redesign work in Math 105 to complete the STAT Pathway
- Continue data analysis support
- Begin Advanced College Credit (ACC) and high school liaison work to engage with high school math teachers in our district
- Reevaluate and update our math environments
- Begin discussion about revisions to the STEM Path

Significant challenges/issues:

- Over the past five years, we have taken many leadership roles that remove us from the classroom. This innovative service work includes the co-ordination of the Learning Center, the development of our Placement Advising for Student Success program (PASS) and the implementation of a new math pathway for students, and it continues to expand to include increased collaboration with our ACC and university partners. This dual responsibility we now embrace as a department is strongly aligned with the college’s decision to house math in the division of Academic Foundations and Connections (AFaC). However, with the retirement of a member in 2017-2018, we are down a full-time faculty member. We need at least 11 full-time faculty to do the comprehensive work that the college requires of the Math Department.
- While we recognize the importance of being in AFaC, our department also serves many students in Arts and Sciences and in Technology, Applied Science and Public Services (TAPS). It is critical that we regularly engage faculty and departments in these divisions if we are to provide the service they need.

Other important information about our department:

- While we have no programs of our own, mathematics is represented in every educational focus area and is required for every degree and certificate-seeking student at the college.
- Our department has several staff members who have worked at the college longer than most faculty and others in leadership roles at the college. We embrace and are sentimental about CCC’s institutional history.
The Learning Center

Names: Scot Pruyn and Nicole Rosevear
Titles: Co-Coordinators of the Learning Center

Contact information:
The Math Lab, Writing Center, and Academic Computing Lab are located in the Dye Learning Center Building. We each have cubicles in the labs, but our main contact information is:

Scot Pruyn
Math Faculty and Math Lab Coordinator
Streeter 113
scot.pruyn@clackamas.edu
503.594.6611

Nicole Rosevear
English Faculty and Writing Center Coordinator
Roger Rook 241
nicolero@clackamas.edu
503.594.6120

Josh Aman
Tutor Coordinator and Academic Computing Lab Coordinator
Dye 127
josh.aman@clackamas.edu
503.594.3070

Budget:
$111,861 (plus funding from math, English, business and science department fee funds)

Who we are:
Scot Pruyn and Nicole Rosevear are full-time faculty in Math and English, respectively. Josh is the tutor coordinator of the Learning Center. Together we make up the coordinating team of the Learning Center. The departments we work most closely with are the Library, ESL, GED, English, Math, and Science.

What we do:
The Learning Center (on the Oregon City campus) is a semi-centralized tutoring space that provides academic support to students across a range of disciplines. As a coordinator team, we hire, train, and evaluate tutors in math, writing, and technology. We oversee the lab spaces, work with other departments to determine needs, assess the effectiveness of the tutoring we offer, and tutor students in our respective areas.

Subjects tutored: Our primary subjects tutored are writing, math, and tech tutoring. We also offer a range of science tutoring located in a dedicated portion of the Math Lab, limited accounting tutoring, and online tutoring via SmartThinking in a wider range of subjects than we are able to consistently staff/support. In addition to these core subjects, we work with departments across campus to help them navigate short-term tutoring needs for specific groups of students.
Our tutoring team: Our tutors are a mix of students, classified, and both full and part-time faculty. Faculty involvement and support of this space is one of its keys to success.

Our Learning Center program is certified by CRLA (Centers for Reading and Learning Association), so tutors’ completion of our training program plus a certain number of hours actively tutoring results in them earning an internationally transferable CRLA tutoring certification.

In both math and writing, we also have some student tutors who work as Peer Mentors—these tutors get more in-depth mentorship from the faculty co-coordinators and are embedded in developmental and entry-level writing or math classes to provide additional support and connection for the students in these classes.

Harmony and Wilsonville: We also have an increasingly robust Learning Center presence at Harmony campus thanks to the newly-opened (Winter 2018) Harmony Tutoring Lab, where writing, math, and science tutoring all happens in a single dedicated space. We currently offer limited tech tutoring at Wilsonville campus as well, and anticipate expansion at both of these campuses.

Cougar Connect: We also staff and train the students (who are also tutors) at the Cougar Connect Desk in the Dye Learning Center building. These students act as a complete help desk and call center, fielding a wide range of questions from students and community members.

Current projects:

• Determining how to best assess our goals and outcomes
• Expanding at the Harmony and Wilsonville campuses
• Improving our tutor training process while staying within the guidelines of CRLA certification standards

Recent milestone/successes:

• CRLA Level 1, Stage 2 certification for our tutor training program
• Opening of the Harmony Tutoring Lab
• Started offering technology tutoring at Wilsonville campus

Significant challenges/issues:

• Keeping up with the needs of students in departments on campus we don’t currently provide tutoring for.
• Math Lab: Supporting students in GED, ESL, and developmental (pre-100 level) math. We want all students to receive equal access and support from our services, and are working to ensure that these groups are not overlooked.
• Writing Center: Like math, supporting students in pre-college programs or who are bridging the gap from, for example, a GED program to college-level classes is one of our biggest current challenges.

Goals/priorities:

• Continue moving toward equitable access to tutoring across all three CCC campuses
Arts and Sciences
Name: Sue Goff  
Title: Dean  

Contact information  
Phone: 503-594-3110  
Email: sue.goff@clackamas.edu  
Campus location: McLoughlin Hall 236

Name: Lisa Reynolds  
Title: Associate Dean  
Phone: 503-594-3112  
Email: lisa.reynolds@clackamas.edu  
Campus location: Streeter Hall 124

Name: Beth Hodgkinson  
Title: Administrative Coordinator  
Phone: 503-594-3111  
Email: bethh@clackamas.edu  
Campus location: McLoughlin Hall 234

Departments in division:

- Art
- Business and Computer Science
- Communications and Theater Arts
- Engineering and Water Environmental Technology
- Environmental Learning Center
- Horticulture
- Music
- Science
- Social Sciences
- World Languages

Budget:

Division Overall General Fund: $10.2 million
Division Overall Fee Funds: Approximately $1 million

Who we are:

The Arts and Sciences Division is large and diverse in terms of classes and programs offered and the disciplines represented. Personnel consists of 54 full-time faculty members, approximately 150 part-time faculty, 14 full-time classified staff, several part-time staff and two administrators. Many of our departments contain several programs and/or disciplines. The dean supervises all full-time faculty in the division, the associate dean and the division coordinator. The associate dean supervises the administrative assistants in the division and provides operations support, such as managing the division curriculum process, coordinating part-time faculty evaluations, grant administration and resolving student conduct issues. Duties of department chairs include supervising the part-time faculty in their departments, monitoring budgets and overseeing the department course schedule.
What we do:

The Arts and Sciences Division provides courses and programs that fall under three of the four CCC core themes: Academic Transfer, Career and Technical Education and Lifelong Learning. Classes are offered at all three campuses and online, but primarily at the Oregon City campus. In addition to offering a wide range of classes, the division has oversight of the student newspaper (The Clackamas Print) and a PEG (Public, Educational, Government) TV station (CCCTV). Specialized facilities include the campus theater, a recording studio, a small art gallery, a sculpture garden, a small organic farm, greenhouses, science labs and the Environmental Learning Center. Administrators, faculty and classified staff actively serve in a variety of capacities on college committees, work groups and taskforces.

Goals/priorities:

There are four divisional priorities identified for 2017-18:

• Implementation of guided pathways: The dean and associate dean are leading the work of the Guided Pathways Curriculum Subcommittee, which is focused on developing educational focus areas (meta-majors) and program curriculum mapping. Division faculty members are working on curriculum mapping activities.

• Facilities improvement for division programs through bond or other funding: Science faculty members have been engaged in the design of the DeJardin/Pauling Science Expansion that will provide new biology and chemistry lab spaces. The Environmental Learning Center is currently in the process of reopening and beginning to offer new programming with the goal of being self-funding in the future. The Horticulture Department is in early stages of exploring the construction of an arboriculture climbing facility.

• Program development: There are several program development areas being explored or implemented, such as a health care-focused project management certificate, cybersecurity, game development and entrepreneurship. We are also in the process of expanding science offerings at the newly completed Harmony West building.

• Continuing program assessment implementation: Division faculty continue to work on their planned program assessment activities with a goal of 100 percent participation and documenting how they are implementing program improvements based on assessment results.

Recent milestone/successes:

Over the last few years, the division has been successful in building better supports for our STEM students in partnership with other instructional divisions who are a part of STEM. For example, our division faculty participate on a STEM faculty work group that functions as a professional learning community and STEM event organizing body. CCC is a sub-grantee for the PSU EXITO-Build Grant that is aimed at enhancing pathways of opportunity for diverse students interested in biomedical research. Through an Oregon STEM grant, we were able to establish an advisor who specializes in STEM, provide mentoring and tutoring for science students and strengthen our STEM Club.

Significant challenges/issues:

Our challenges and issues are typical for a large instructional division. It is difficult to recruit and retain part-time faculty for some disciplines, the need for better facilities, workload, enrollment and scheduling challenges are examples.
What we offer

Foreign Language Sequence: Two terms (8 credits) of the second-year foreign language sequence—201, 202, 203—can be used in partial fulfillment of the “Arts and Letters” requirement for the AAOT degree. At State universities in Oregon, the 203 course is required for a Bachelor of Arts (BA) degree. The full two-year sequence begins with 101, which has no prerequisite. Admission to subsequent courses requires passing the previous course or instructor consent. Courses in the entire sequence from 101 to 203 focus on building proficiency in all four major areas of foreign language acquisition: speaking/signing (ASL), listening/viewing (ASL), comprehension, reading and writing.

Current projects:

• To continue offering high quality language courses to our students. To work closely with language associations in order to keep current on the latest teaching trends and methodologies.
• To hire a Full Time French / Spanish Instructor to replace a Full Time Faculty who is retiring at the end to the Spring Term.
• To sponsor an event that promotes culture and diversity. This event is a performance by the Miracle Theater Group.
**Goals/priorities:**

- To offer courses at times and dates that are the most convenient for our students.
- To work on outreach to Heritage Speakers in order to better serve the community at large.
- To work on the possibility of offering language classes at the Harmony Campus.
- To continue working with the Advanced College Credit in order to continue providing Language Articulations to high schools in our area.

**Initiatives:**

- To find ways to diversify our language class offerings by creating Spanish courses for specific purposes.
- To take a group of students abroad to experience the language and the culture of the target language.

**Recent milestone/successes:**

- The approval of a full-time French/Spanish Instructor position.

**Significant challenges/issues:**

- Keeping substantial enrollment in all language classes since the whole sequence of language is not required for the Associate Degree.
Name: Nora Brodnicki  
Title: Art Faculty, Department Chair

Contact information  
Phone: 503-594-3036  
Email: norab@clackamas.edu  
Campus location: Art Center 106

Budget: $696,638

What we do:  
We teach courses in art and digital media (drawing, painting, digital photography, darkroom photography, ceramics, sculpture, metalsmithing, design, art history, gallery management, professional skills, graphic design, animation, motion graphics and video production). We curate and manage the Pauling and Alexander galleries; every spring term we have an annual student show in the Alexander Gallery. We are active in our artistic practices.

Current projects:  
• Working on updating art courses to align with four-year transfer institutions  
• Updating and improving our Digital Media Communication AAS with the assistance of faculty and advisory groups  
• Working to elevate our game design courses and potentially create a 60-credit certificate  
• Mapping guided pathways  
• Assessment

Goals/priorities:  
• Student success and career training

Who we are:  

Full-time faculty  
• Nora Brodnicki (art history, design, ceramics)  
• Dave Andersen (painting, drawing)  
• Thomas Wasson (graphic design, animation and motion graphic, print-making)  
• Mark Devendorf (film and video production)

Part-time faculty  
• Katy McFadden (ceramics)  
• Kate Simmons (sculpture, design)  
• Don Olsen (digital photo, design)  
• Charles Siegfried (design, art appreciation)  
• JulieAnne Simone (online art history)  
• Junko Ijima (metalsmithing)  
• Mandee Schroer (painting)  
• Smith Eliot (digital photography, darkroom photography)  
• Chris Dreger (drawing)  
• Marty Plumbo (video game design)

Administrative Assistant: Kelly White  
Studio Technician: Kate Simmons (maintain studio classrooms, fire kilns, process clay and other art studio needs)  

Gallery Curator: Kate Simmons (Alexander Gallery: installing shows, publicity and upkeep of gallery)
Significant challenges/issues:

- Part-time faculty budget should be increased so we do not have to use course fee money to pay part-time faculty contracts.
- Lack of dedicated production space for film and video production courses to accommodate student work and professional development for students.
Name: Lars Campbell  
Title: Department Chair, Music Department

Contact Information:  
Phone: 503-594-3384  
Email: lars.campbell@clackamas.edu  
Campus Location: Niemeyer Center 129B

Budget:  
General Fund: $551,779  
Fee Fund: $115,000

Who we are:  
The Music Department is a hub of cultural activity and performance on campus, comprised of three separate degree/certificate pathways. We also contribute courses to the arts and letters general education classes. We have a dedicated core faculty, three full time (seeking a return to four) and a large number of part-time faculty. Our faculty are at the top of their field in music performance, studio work, composition and content creation. This provides our students with instruction from true industry professionals and makes CCC a great choice for the study of music.

What we do:  
The department presents multiple self-produced concerts each year, with five end-of-term performances as showcases of our great ensembles. The Wind Ensemble, Jazz Ensemble, Chamber Choir, Vocal Jazz Ensemble and Contemporary Music ensembles are mainstays of our work. We also run on a more limited basis a string ensemble, chamber music groups and jazz combo work. Various years have seen performances counts that run well above 100, and performances are often well attended.

Our department runs five major festivals in our areas of focus (Concert Band, Instrumental Jazz, Vocal Jazz, Orchestra and Music Performance and Technology (MPT)) that provide access to our campus and faculty to thousands of high school students each March and April. More than 100 school groups ranging in size from 10 to 70 students each come to our campus to learn, perform and compete. This is a great showcase of our department as well as a unique opportunity to give students an introduction to our campus. We try to capitalize on this not only for music pathway students, but also for students in other areas of focus who would like to continue performing in college.

Our three pathways are the AS in Music transfer degree, the Music Performance and Technology AAS degree and the Music Technology Certificate. The Music Technology Certificate was the first of these offerings, putting CCC on the map with a tremendous recording studio and program. Students in this path learn to record bands as well as create electronic music. We are considering also turning this into a two-year degree in the near future. The Music Tech Certificate also blends into the DMC program, as sound is a huge component in filmmaking. We host classes in a variety of fields related to film. The AAS in MPT is our newest degree and is an exciting, unique venture. This degree path has expanded who we can serve by reaching the contemporary music student. Our AS in Music is our transfer degree that serves students looking to move on to a four-year university after completing their degree.
Recent milestone/successes:

Last year’s jazz ensemble was the winner of the community college division at the Reno Jazz Festival, a major West Coast collegiate festival. The MPT program is growing steadily and has created space for a different type of music student in our building.

Goals/priorities:

Our college theater is a beautiful space that is unusable for multiple performance groups here. Building a concert hall or investing significantly in a sound system to make our theater usable for all of our performance groups is a priority.

Significant challenges/issues:

We are always marketing our own programs but would especially like to see the college invest in promoting the MPT program that could have an appeal to so many students outside our immediate area as well.
Horticulture

Name: April Chastain
Title: Horticulture Faculty, Department Chair

Contact information:
Phone: 503-594-3055
Email: april.chastain@clackamas.edu
Campus location: Clairmont Hall 125

Budget:
$564,463

Who we are:

Full-time faculty:
• April Chastain (landscape design, construction, maintenance)
• Chris Koneiczka (organic farming)
• Frank Kilders (international greenhouse production)
• Rodney Walters (arboriculture)

Part-time faculty:
• Dan Franek (soils, landscape, gardening)
• Gordon Kunkle (irrigation)
• Linda Beutler (perennials and flower arranging)
• Jen Gorski (plant propagation)
• Jenni London (organic farming)
• Joe Mendez (tree climbing)
• Bruce Nelson (pruning, Integrated Pest Management, insect and plant identification)
• Cindy Caparelli (landscape design, herbs)
• Rick Brownell (nursery management)

Administrative Assistant: Loretta Mills (keeps faculty in line, students happy, and coordinates several workshops and events, like Tree School, which is sponsored by OSU)
Lab Assistant: TJ McDonough (maintains lab classrooms, outdoor land lab, arboretum, greenhouses, tools and equipment)

What we do:
We teach courses in horticulture with an emphasis on landscape management, organic farming, arboriculture and greenhouse production. We provide workshops to professionals in the industry and curious community members. We host an annual plant sale the Friday before Mother’s Day. Organic farming students manage the farm site and grow produce to sell at a summer farmers market on campus. Our landscape students compete in an annual National Collegiate Landscape Competition.

Current projects:
• Onboarding two new faculty members
• Starting a new arboriculture program
• Working on articulating more classes with four-year institutions
• Working with the Landscape Contractors Board to host testing and preparatory workshops
• Working toward a partnership with ABE/ESL to create an I-BEST/IET Irrigation Technician program in 2020
• Mapping guided pathways and ongoing assessment-related work
• Working with industry to raise the funds to build an indoor climbing facility for the arboriculture program (closest one is in Wisconsin)
Goals/priorities:

• Student success and career training
• Connections with industry
• Workshops for lifelong learners

Significant challenges/issues:

• Relatively new faculty and new chair in the department because two long-term faculty retired in 2016
• Old greenhouses. One got new glazing this year, but the other one still needs to be upgraded to meet industry standards.
Social Sciences

Name: Jackie Flowers
Title: Chair, Social Sciences Department

Contact information:
Phone: 503-594-3405
Email: jackief@clackamas.edu
Campus Location: McLaughlin Hall 217

Budget:
$1,378,912

Who we are:
We are a large academic department composed of anthropologists, economists, geographers, historians, philosophers, political scientists, psychologists, religious studies specialists, sociologists, and women’s studies specialists. We currently have seven full-time faculty members and between 25-30 part-time faculty members, as needed. Beginning fall term 2018, six of our full-time faculty members hold Ph.D.s in their disciplines, as do a number of our part-time faculty members.

What we do:
We offer all of the Social Science courses, and some of the Arts and Letters courses, for students at CCC.

Current projects:
We are currently engaged in the college priorities—program assessment and guided pathways—as they apply to our department.

Goals/priorities:
- Our full-time philosophy instructor is retiring at the end of spring term, and we are strongly motivated to hire a replacement philosopher.
- We are working on plans to conduct a pilot assessment of the Gen. Ed. Social Sciences Program Learning outcome #2 next year (2018/2019).
- We are also working on defining appropriate academic pathways for students who want to major in our disciplines at the 4-year level.
- Our primary goal, however, is to continue to provide quality classes to our students, to better prepare them to continue their life journeys.
Recent milestone/successes:

• We are happy to have hired a new full-time psychologist to replace a psychology instructor who retired at the end of spring term 2017.

• We are particularly pleased with our success in developing a program assessment process for the Gen Ed. SOSI Outcome #1, which deals with student ability to analyze social phenomena. This is a difficult outcome to measure, particularly since we have so many distinct disciplines working to accomplish that outcome, no one of which can completely satisfy program requirements. We've put our best efforts into piloting an assessment project in 2016/2017, and refining that process with a larger-scale project this year.

Significant challenges/issues:

Students appreciate our classes and instructors, and we still have waitlists for our most popular classes each term. We have no major concerns, but we are ever working to become more efficiently effective in our class scheduling, and to refine our assessment processes in order to gain better insight to our results, and use that insight to make improvements. We have been working to improve communications, with particular efforts to more fully incorporate the PTF in our department discussions and planning. This is absolutely essential when working with the PTF who teach in our “orphan disciplines,” but is also important for all of our PTF members. Of course, assessment and guided pathways remain a priority and a challenge.
INSS – ARTS AND SCIENCES

Science

Name: Eden Francis
Title: Science Department Chair, Chemistry Faculty

Contact information:
Phone: 503-594-3352
Email: edenf@clackamas.edu,
Campus location: Pauling Center 124k

Budget:
General Fund: $2,246,491
Lab Fee Fund: $220,000 (approximate)

Who we are:

Full-time faculty and staff
- Tory Blackwell (biology faculty)
- Greg Bostrom (physics faculty)
- Jennifer Bown (biology, zoology faculty)
- George Burgess (chemistry faculty)
- James Dickinson (astronomy faculty)
- Eden Francis (chemistry faculty)
- Nick Hamel (chemistry faculty)
- Joan Harrison-Buckley (Science Lab coordinator)
- Sarah Hoover (geology faculty)
- Barry Kop (anatomy and physiology faculty)
- Lilly Mayer (biology faculty)
- Michael Patterson (anatomy and physiology, biology faculty)
- Jennifer Pope (Science Lab assistant)
- Kyle Robillard (Science Lab assistant)
- Rich Rueb (environmental science faculty)
- Polly Schulz (microbiology, biology faculty)
- Naomi Sether (administrative assistant)

Part-time faculty and staff:
- Megan Anduri-Flynn (biology)
- Kelly Ballew (biology, environmental science)
- Steve Ballew (environmental science)
- Tom Barrett (chemistry)
- Carla DiGennaro (biology, microbiology)
- Jerome DuBoulay (chemistry)
- Julie Fiedler (chemistry)
- Dawn Gilkison (biology)
- Robert Goldman (biology, microbiology)
- Sharon Gordon (anatomy and physiology)
- Yuchen Huang (physics, engineering)
- Keith James (chemistry)
- Nora Jameson (chemistry)
- Aarti Kapila (biology, microbiology)
- George Kasun (biology)
- Shannon Kelsey (biology, anatomy and physiology)
- Shawn McDonald (chemistry)
- Kim Ostlund (biology)
- Shuvasree Ray (chemistry)
- Sahaayaruban Philip (anatomy and physiology)
- Tre Seibert (online lab kits preparer)
- Steven Soll (biology, microbiology)
- Barry Walker (geology)
- Douglas Watson (anatomy and physiology)
- Jason Woodcock (geology)
- Christina Yildirimer (anatomy and physiology)
What we do:
We teach lab science courses in a wide range of disciplines for science majors, non-majors and community members. Our courses support students transferring to four-year colleges or universities, students in career technical programs and lifelong learners. We also partner with local high schools in the Accelerated College Credit (ACC) program. We offer AS degrees in biology and geology. Faculty and staff are engaged in the shared governance and committee work of the college, we keep current in our disciplines and professional organizations, and we keep current in science education practices.

Current projects:
• Bond-funded construction on DeJardin Hall to house new science labs (modernizing our facilities for 21st century science education) and science offices; expected to be fully operational fall 2019
• Program assessment (for Science AS degrees and as a part of the AAOT degree)
• Guided pathways

Goals/priorities:
• Provide a place for science appreciation and exploration that is welcoming to diverse groups
• Grow and adapt our programs to respond to demand from the community, university partners and our students

Initiatives:
• BUILD-EXITO partner institution (NIH/PSU grant; “Building Infrastructure Leading to Diversity; Enhancing Cross-Disciplinary Infrastructure and Training in Oregon”); students receive mentoring from CCC faculty and current PSU students, are exposed to a broad range of fields of science research and receive ethics in science training
• Support STEM Talks on campus in collaboration with the STEM work group

Recent milestone/successes:
• Supporting the development of a robust STEM Club (student-led club with faculty mentors)
• Expansion of science classes at the Harmony campus (in particular supporting pre-allied health students and AAOT-seeking students)
• Organizing an annual STEM Appreciation Day (occurs in spring term)
• Expanded participation in annual Skills Competition event for local high schools
• Expanded science tutoring at local high schools
• Sponsor of the Springwater Environmental Science School’s Evening of Excellence and facilitated a connection between Springwater and our Environmental Learning Center

Significant challenges/issues:
• Facing limits to expanding programs due to lab and classroom space
• Finding qualified part-time faculty to fill openings
• Limited number of openings in nursing program trickles down to enrollments in prerequisite science classes
Name: Matthew LaForce
Title: Department Chair Engineering Sciences and Water and Environmental Technology (WET) Faculty

Contact Information:
Phone: 503-594-3148
Email: laforce@clackams.edu
Campus location: Pauling Hall 121

Budget:
$415,015

Who we are:

Full-time faculty
- Matthew La Force
  - WET program/Director Oregon Backflow Training (OBT) Program: wastewater operations 1-3, hydraulics, collections, environmental chemistry, wastewater math, computer application in water and wastewater
  - Director of Oregon Backflow Training Program-Backflow training

- James Nurmi
  - WET program/OBT Program: water operations 1-3, water distribution, environmental chemistry II, water operators math, microbiology and applied microbiology
  - OBT-Cross Connection Specialist

- Eric Lee (Engineering Sciences)
  - Introduction to engineering, statics, dynamics, strength of materials, properties of materials, engineering programming.

- NEW FTF Fall 2018 (Electrical Engineering/Electronics Engineering Technology)
  - Electrical circuit analysis I-III, circuits, digital logic I-II, linear circuits, semiconductor circuits.

Part-time faculty
- Greg Carr (WET program)- Instrumentation and control, high purity water
- Joel Borchers (WET program)- computer applications in water and wastewater
- Yuchen Huang (Engineering Sciences)- Digital circuits

Administrative Assistant: Naomi Sether (naomis@clackams.edu; 503-594-3345)

What we do:
The Engineering and Water and Environmental Technology Department programs are aligned with the College Mission by serving transfer, CTE and lifelong learners. The Engineering Sciences/WET Department provides:

- Transfer engineering programs to prepare students to be successful in both upper division science and career engineering courses. Specifically, we have partnerships/articulation agreements with Oregon State University, Portland State University, Oregon Institute of Technology and the University of Portland.

- The first two years of an engineering degree for a number of majors, including biological, chemical, civil, computer, electrical, environmental, mechanical, and renewable energy engineering

- Technical and service courses for students seeking entry into the water and environmental sciences professions. We
provide professional and skill upgrades (occupational supplementary) and continuing education development courses in this area.

- Strong industry partnerships that lead to excellent student career job placement.

**Current projects:**

- We host and support the ORWEF (wastewater operators) short school in the spring and the Waterworks Operators short school in June.

- We are continuing our external grant/partnership via grant Oregon DEQ 319 Nonpointsource Microbial Source Tracking with Clackamas River Water and Clackamas River Water Providers.

- Place a new emphasis on enhancing our Electronics Engineering Technology (EET) program via a new full-time electrical engineering faculty hire

- WET/ENGR science department moving into DeJardin Hall.

- Mandatory advising for engineering science students (and encouraged in WET program).

**Goals/priorities:**

- Partner with student services to increase fall WET enrollments and build better high school partnerships.

- Create new assessment metrics/rubric tools to streamline program/course review/assessment process.

- Increase local outreach in engineering and WET to the college-wide district

- Continue engineering’s partnership with local four-year transfer universities.

- 2018 new emphasis on enhancing our EET program.

**Significant challenges/issues:**

- Funding new equipment to support move to DeJardin Hall.

- Funding/support for new equipment to assist the new full-time EET faculty.
Name: Alice Nelson Lewis  
Title: Department Chair, Communication and Theatre Arts and Communication Instructor

Contact information
Phone: 503-594-3156
Email: aicel@clackamas.edu
Campus location: Niemeyer Center 135

Budget:
- General Funds: $926,164
- Fee Funds: $51,000 (variable)
- Drama Club: $6,000 (variable)
- Endowed Funds: $18,000 (variable)

Who we are:
We are a small (six full time and about 11 part time) group of dedicated educators and support staff, who are passionate about student success. Through our various disciplines we promote skills for students and the community to engage in the creative process of communication on the page, on the stage and in their everyday relationships, in every decade of their age.

What we do:
We cordially invite you to come see what we do! Attend one of our outstanding theater productions, stop by and witness experiential learning in our many communication courses, and subscribe to our award-winning student-run newspaper, Clackamas Print, at www.clackamasprint.net.

Course topics taught range from intensive skill-based classes in journalism to human communication and media literacy to artist performance and technical courses in the theater arts.

We produce three full-length mainstage play productions and multiple showcases consisting of student-directed one-acts, ensemble improvisation and standup comedy, totaling approximately 40 performances each year. We partner with other departments on campus, outside theater professionals and other organizations to enhance student learning and promote student employment in the arts. Students gain experience and employment due to our relationship with Clackamas Repertory Theatre, which is a professional company that originated out of our theater program about 10 years ago and uses our facilities. We also engage in student outreach and recruitment, hosting or visiting multiple high schools for various events.

The student-run Clackamas Print has been reporting on issues of local and national interest for over half a century. We aim to report the news in an honest, unbiased, professional manner. We create 25 newspaper editions each year, distributing thousands of hardcopies, as well as report in real-time on social media platforms. Additionally, we train journalists in the college’s digital media communication program resulting in job offers for our students.

Communication courses support student learning outcomes for nearly every degree we offer, with the goal of equipping students with effective interpersonal and public communication skills.
**Significant challenges/issues:**

- Recruiting a replacement for our long-time costuming designer and instructor to maintain the long-established professional production values in our theater program for the benefit of student and community learning and enrichment.
- Maintaining storage space for and managing inventory of our valuable theatrical costume and props resources.
Business and Computer Science

Name: Michael Moiso
Title: Department Chair and Business faculty

Contact information:
Phone: 503-594-3770
Email: mmoiso@clackamas.edu
Campus location: Streeter 128

Budget:
Combined $1,832,157.66

Who we are:
Our Business department has a combined 20 degrees and certificate programs and the Computer Science department has a combined 7 degrees and certificate programs serving the local population.

FT Faculty: Business
- Frank Corona, Project Management
- Beverly Forney, Administrative Office Professional
- Dale Hatfield, Marketing
- Michael Moiso, Human Resource Management
- Sharon Parker, Business and Marketing
- Joan San-Claire, Accounting

FT Faculty: Computer Science
- Rich Albers, ASOT-Computer Science, AS w/ emphasis in CS w/PSU
- Debra Carino, Web Design and Development
- Rick Carino, Computer and Network Administration
- Jen Miller, ASOT-Computer Science, AS w/ emphasis in CS w/PSU

What we do:
We provide a guided pathway for students to accumulate certificates in specific industry areas along the way to obtaining an associate degree that leads to either transferring to a University or pursuing full-time employment in both Business and Computer Science.

Business Programs
- AAS: Accounting Assistant
  - 1-year Certificate: Accounting Clerk
- AAS: Administrative Professional
  - 1-year Certificate: Administrative Office Assistant
  - Certificate: Administrative Office Assistant Training
- AAS: Business
  - 1-year Certificate: Business Management
  - Certificate: Management Fundamentals
- 1-year Certificate: Marketing
  - Certificate: Integrated Marketing & Promotion
• AAS: Project Management
  – Certificate: Project Management
  – Certificate: Project Management Leadership & Communication
  – Certificate: Project Management Tools & Techniques
• 1-year Certificate: Retail Management
  – Certificate: First-Line Fundamentals

**Computer Science Programs**
• AAS: Computer Application Support (In process of discontinuing degree)
  – 1-year Certificate: Computer Application Support
• AAS: Computer & Network Administration
  – 1-year Certificate: Computer & Network Administration
• AAS: Web Design & Development
  – 1-year Certificate: Web Design

**Department Goals or Initiatives:**

• We want to shift to an even more collaborative environment with industry to strengthen our degrees and certificates to be more in line with what industry is doing and wants.
• We are seeking a more concerted “Guided Pathway” approach to scheduling and retention and we have made a solid effort to be more integrative with High Schools to start new students off with this guided pathway approach that helps the student better plan for their college experience.
• We are hoping to improve our collaboration with our area Universities to partner with a Guided Pathway approach that involves a student committing to a University in advance so that it becomes an effortless pathway through Clackamas Community College on to the University and to graduation with a four-year degree.
• We are striving to continue to upgrade our programs and technology for Computer Science.
• We are continuing to coordinate with the Advising Department on a quarterly basis to update them on the requirements and recommended sequencing for each degree and cert.

• We continue to improve a centralized notebook that covers each degree and certificate in Business and Computer Science with the following:
  – The layout in self-service and degree audits, showing a list of program core classes separated from the various related instruction classes.
  – We provide a recommended pathway as a one- year certificate or two-year degree for full time students.
  – We provide a two year recommended pathway for a one- year certificate and a four-year pathway for a one-year degree for part time students.
• A completed notebook is on file with the Department Admin., Department Chair and the Advising Department.
Name: Renee Harber
Title: Program Director, Environmental Learning Center

Contact information:
Phone: 503-594-3015
Email: rharber@clackamas.edu
Campus location: Environmental Learning Center Pavilion

Budget:
$73,000/year for ramp-up period; thereafter, we are expected to be financially self-supporting

Who we are:
The John Inskeep Environmental Learning Center is a great place for people of all ages to explore the outdoors and learn about watersheds in a natural environment. Trails, interpretive signs, a bird blind, an outdoor amphitheater and classrooms provide an ideal place for all ages to explore and learn.

What we do:
CCC classes, students and staff, as well as community members, are encouraged to visit during daylight hours to explore the trails, discover wildlife and native plants, or simply enjoy some relaxation.

Program offerings include:
• Field trips and day camps designed to enrich the learning of K-12 students in the area of environmental education
• Workshops for adults
• Continuing education for professionals covering topics related to the environment and water quality

Current projects:
• In 2014, the Headwaters of Newell Creek Restoration Project at the Environmental Learning Center received an $863,432 Metro grant to help fund redevelopment of this 5-acre site into a regionally significant outdoor learning laboratory. The site is currently in the final phases of restoration into a functional wetland that will manage a significant portion of the storm water from campus.
• We are also rebuilding the educational programming, which will start in earnest during spring term 2018.

Goals/priorities:
• Become a leader in environmental education for K-12 classes in Clackamas County
• Offer unique, high-quality summer camps, community workshops and continuing education for environmental professionals
• Encourage college classes and faculty to take advantage of the learning opportunities available at this site
• Provide space for the college and wider community to hold meetings and events
• Generate revenue from educational offerings and facility rental
Significant challenges/issues:

Our biggest challenge is we are reopening after a major restoration and rebuilding the educational program with the expectation that we will become financially self-supporting. There is a tremendous amount of interest and support in the program, but it is still too early to state with confidence that the revenue stream will be sufficient to fund the program.
Connections with Business and Industry
Name: Lisa Davidson  
Title: Executive Director, Connections with Business and Industry  

Contact information:  
Phone: 503-594-3195  
Email: lisa.davidson@clackamas.edu  
Campus location: DeJardin Hall 208

Departments in division:  
- Small Business Development Center (SBDC)  
- Workforce Development Services  
- Customized Training Development Services

Budget:  
$133,500

Initiatives and successes:  

Small Business Development Center:  
Our SBDC offers classes and resources for entrepreneurs, startups and businesses that are growing, expanding and changing. We also offer free, confidential business counseling and referral services.  
SBDC is a network leader in the following programs:  
- Veterans programs  
- Contractor certification programs in English and Spanish  
- Latino outreach  
- Small farms succession planning

Workforce Development Services:  
Workforce Development Services utilizes grants to assist with workforce recruitment and training solutions for individuals who have barriers to employment and rapid response solutions for businesses who are downsizing or closing.  
Workforce Development Services (WDS) is connected to Clackamas Workforce Partnership (Clackamas County’s Workforce Investment Board), other governmental agencies (Worksource partners) and industry associations. These partnerships allow WDS to use the WIOA plan goals, population targets and workforce sector targets to develop and refine new training opportunities, WDS activities and services.

Who we are:  
A one-stop, business support network that helps businesses find the education, training solutions and workforce services they need to thrive.

What we do:  
Connections with Business and Industry, which consists of Workforce Development Services, Small Business Development Center and Customized Training Development Services, addresses CCC’s mission, core themes and strategic priorities with a business and workforce development focus. CBI provides accessible, high-quality education and training for the business and workforce populations. The two core themes that most closely align with CBI’s work are Career and Technical Education and Lifelong Learning, and our work addresses all four strategic priorities with an emphasis on business and industry, and populations with a barrier to employment.
Over the past five years, WDS has met or exceeded all measures of performance. Due to their meticulous recordkeeping and reporting, WDS recently received a clean audit with no concerns or exceptions. In March 2018, WDS submitted a proposal for the $900,000 adult and dislocated worker grant through Clackamas Workforce Partnership. If awarded to CCC, this would be a renewal of our management of the grant. Currently, WDS manages approximately $3.5 million in federal, state and county grants. Over the past five years, WDS has helped 1,638 participants earn credentials and 2,398 participants obtain employment.

**Customized Training Development Services:**

Customized Training provides an unlimited range of workforce development solutions that are customized to the business, are delivered on their time schedule, are offered on-site at the business location and are trained by industry experts.

Customized Training representatives have been in the marketplace creating new and renewing existed partnerships this past year. It spearheaded and managed the implementation of a new registration system for nontraditional students that will go live in spring quarter. One of the largest successes this year has been the creation of the Personal Care Assistant program. The Personal Care Assistant (PCA) program is a state-certified, core training that teaches health care concepts, skills competencies and effective communication techniques for non-licensed health care occupations. The PCA certificate provides a framework to which we can add additional modules such as Dementia Care Level 1 and 2, Medication Aid, ODDS Career Coach and ODDS Career Developer, which are currently being developed in Customized Training.

CCC is partnering with DHS, Aging and People with Disabilities, Office of Developmental and Disability Services, Clackamas Workforce Partnership, Regional Business Services and Vocational Rehabilitation to customize PCA and additional certification modules for various populations. PCA will be delivered throughout the region and state.

---

**Significant challenges/issues:**

Connections with Business and Industry is a new division, so the most significant challenge is letting businesses know that CBI is available to partner with them to help their businesses grow and thrive.
Customized Training and Development

Name: Matt Goff
Title: Business and Industry Training Manager
Contact information:
Phone: 503-594-1684
Email: matt.goff@clackamas.edu
Campus Location: DeJardin Hall 210

Budget:
Customized Training manages an enterprise fund.

Who we are:
The Customized Training staff is comprised of professional educators of various backgrounds with expertise ranging from health care and manufacturing, to business and leadership. We have three full-time faculty, three classified staff and two administrative staff, as well as a handful of part-time faculty. We are constantly adapting and customizing our services in innovative ways to meet the needs of our local businesses and organizations. Our success is attributed to the rich relationships and collaborative partnerships we build and maintain.

What we do:
The primary purpose of Customized Training and Development is to provide training, mentoring and customized solutions to business and industry partners for the advancement and continuing education of the incumbent workforce. We coordinate with experts from CCC and industry to design training that reflects the requirements of our industry partners. We deliver our services on-site, on campus or at other convenient locations, and we try to do it on our clients’ schedules. We offer training and mentoring in manufacturing, technology, leadership, supervision, office support and health care. We offer credit, noncredit, continuing educational units and statewide noncredit training certificates.

Current projects:
We are toward the end of a software implementation project to aid business and industry partners in the registration of continuing education courses. This is currently a manual process that is frustrating and tedious for both CCC staff and our partners. The new software solution, Elevate, provides integration with our SMS (Colleague) so we can make registration easier and allows our noncredit offerings to appear on transcripts.

Goals/priorities:
We contribute to CCC’s Core Themes through Career and Technical Education, Essential Skills and Lifelong Learning. We align with CCC’s strategic priorities through Guided Pathways, Academic Relevance and Innovation and Financial Sustainability.

Customized Training goals:
• Build relationships with business and industry
• Conduct needs assessment, assist with development plans and provide customized training development solutions for businesses, industries and agencies
Recent milestone/successes:

• We recently entered into an agreement with the state of Oregon to provide personal care assistant training worth $400,000.

• We have two Leadership Academies in progress that span the academic year. One is sponsored by CCC and the other is sponsored by Blount Inc.

• We have a longstanding relationship and continuous training with Benchmade Knife Co., Blount Inc., and we are nurturing a renewed relationship with WARN Automotive.

Significant challenges/issues:

• We are always striving to connect with more organizations.
**What we do:**

We consider the SBDC to be the “face” of Clackamas Community College to the small business community in Clackamas County. We partner with all county chambers of commerce, business alliances and economic development organizations to provide relevant, affordable and accessible education and free, one-on-one confidential business advising to small business owners. Our mission is to create joy and wealth for business owners.

**Current projects:**

Clackamas SBDC is the lead for the state SBDC network in the following areas:

- Veterans – We provide tuition discounts to veterans.
- Contractor certification – We offer a mandatory 16-hour contractor certification class, which is taught in both English and in Spanish.
- Latino outreach – Clackamas coordinates statewide Latino education programs.
- Small farm succession planning – We are the only center in the state offering this program.
- Distance delivery to rural communities – We are the only center to incorporate real-time teleconferencing technology for content expansion.
2018 goals:

- Clients served – 1,200
- Capital formation – $680,000
- Business starts – 23
- 5+ counseling clients – 100
- Training events (classes and workshops) – 60
- Annual consulting hours – 1,200
- New jobs created – 50
- FTE generation for CCC – 60

Strategic initiatives:

- Expand our virtual teleconferencing system capabilities to rural Clackamas County clients.
- Expand our curriculum to the other SBDCs for greenhouse (entrepreneurship), small farm succession planning and contractor certification.

Recent successes:

SBDC is working on an interagency agreement between the Construction Contractors Board and Clackamas Community College to develop new contractor certification curriculum, adult education methods and testing protocol for English and Spanish clients. If the prototype is approved by CCB, CCC will have exclusive rights in the state to offer this curriculum that will include testing. Clackamas will deliver this class to the other SBDCs and do a revenue share to increase program income.

Our second milestone was realized Jan. 18, 2018, when we launched the first small farm class in the network – we have 16 families enrolled – each family will yield 1 FTE for CCC.

Our third milestone was created in the last legislative session. The OSBDCN received an increase of $1.6 million in the biannual budget cycle.
Name: Roni Wilhelm
Title: Director, Workforce Development Services (WDS)

Contact Information:
Phone: 503-594-3450
Email: roniw@clackamas.edu
Campus location: Family Resource Center 105

Budget:
$3.2 million

Who we are:
Workforce Development Services is a grant-funded department that has delivered workforce services along with its various longtime partners since 2002, first through WIA and currently through WIOA. WDS staff members are experienced, skilled, trained and compassionate with more than 100 years of combined workforce experience.

What we do:
Workforce Development Services provides career and training services to Clackamas County jobseekers. This includes, but is not limited to, career coaching, one-on-one career assessments, job search and placement assistance, basic skills, English as a Second Language, GED, National Career Readiness Certificate (NCRC,) basic computers, occupational skills and on-the-job (OJT) training. Support services may also be provided to those participating in WIOA activities. In addition, the program is a resource for employers with such services as recruitment and customized services for companies throughout their business cycle.

Current projects:
• Job Smart Program and Care Oregon: This program has focused on parents of Head Start, Early Head Start and Healthy Families programs who are working in minimum-wage jobs to connect them to training and job search services to increase the family wage and reduce childhood poverty. Care Oregon provides grant funding for childcare while the parents are involved in training and job search activities. To date, 36 participants have enrolled, exceeding the goal of 25. Eighteen remain active in training or job search, with 10 attaining industry recognized certifications and/or degrees. The job placement rate for those completing the program is 89 percent with an average wage of $13.56/hour and a median wage of $13.25/hour bringing the participants above minimum wage. Three participants were interviewed and will be featured in Care Oregon’s first grantee profile newsletter. Participants have shared their stories with board members and other stakeholders at meetings and via video.
• Certified Nursing Assistant (CNA1) Cohort: WDS contracted with CCC’s Customized Training to provide three CNA1 cohorts during this year. These cohorts focused on long-term unemployed who were receiving Temporary Aid for Needy Families (TANF). The participants received services not normally included in CNA1 training, such as enhanced instructor support, soft skills workshops, assistance in completing
their profiles in the system that tracked immunizations, background and drug tests, OSBN test prep workshops and a job fair. The cohorts had a 57 percent completion rate and a 93 percent employment with an average wage of $13.43/hour. Seventy-five percent of the completers were able to get off of public assistance and become self-sufficient.

• **Timber Lake Job Corps Project:** This project is to co-fund a full-time workforce advisor to assist Job Corps students in the assessment of their readiness for career transition and ensure that they are fully prepared to conduct a successful job search leading to employment. The workforce advisor will spend two days a week at WorkSource Clackamas and the other three at Timber Lake Job Corps. During the first month of this project, the workforce advisor met with and developed relationships with the Timber Lake Job Corps staff. Standards and processes were developed to implement this program. The workforce advisor met with the students, who developed a soft skills lesson plan and a transition calendar.

**Goals/priorities:**
WIOA has five performance measures that the Workforce Department is responsible for meeting: Entered Employment, Employment Retention, Median Earnings, Credential Attainment and Measurable Skill Gains. Over the last five years, Workforce Development Services has either met or exceeded these measures.

**Initiatives:**
WDS is currently in the process of submitting a competitive proposal to provide services to Clackamas Workforce Partnership (the workforce board in Clackamas County). The grant will enable WDS to provide WIOA Adult and Dislocated Worker Services for the next five years.

**Recent milestone/successes:**
WDS participants have acquired the following credentials and work based learning opportunities in program year 17:

- 157 participants enrolled in 241 trainings
- 142 participants in on-the-job-trainings/internships/work experiences

**Secondary education and skills**

- 43 participants enrolled in 53 GED classes

**Credentials**
- GEDs – 21
- Associate degrees – 13 participants earned 17
- Bachelor degree – 1
- All other recognized diplomas/degrees/certifications/licenses – 107 participants earned 201
- National Career Readiness Certification – 7

**Employment**
- 421 participants gained employment with 75 percent in the targeted sectors of manufacturing, health care, technical information and construction industries
  - Average wage: $18.66
  - Median wage: $15

**Significant challenges/issues:**
Additional grant funding is always something we are interested in. It is not easy to write grants to bring money to the college and department while engaged in our other full-time job responsibilities.
Institutional Effectiveness and Planning
Institutional Effectiveness and Planning

Name: Bill Waters  
Title: Dean, Curriculum, Planning and Research (CPR) (Institutional Effectiveness and Planning is a new name, effective July 1. You will also hear about us by our prior name, “Curriculum, Planning and Research”)

Contact Information:  
Phone: 503-594-3390  
Email: Billw@clackamas.edu  
Campus Location: McLoughlin Hall 235

Departments in division:
- Curriculum and Scheduling  
- Institutional Research and Reporting (IR)  
- Instructional Support and Professional Development (ISPD)  
- Library  
- Office of Education Partnerships (OEP)  
- Applied Technologists – General and Library  
- Events and Conference Services  
- Grants Coordination

Budget:  
Division Aggregate General Fund: $3,198,000  
Division Aggregate Fee Funds: ≈ $670,000

What we do:  
Institutional Effectiveness and Planning is responsible for curriculum and scheduling processes, event and conference coordination, institutional research, grants coordination, education partnerships, faculty professional development (teaching and learning), academic and service area assessment, accreditation, the college library, Learning Management System (LMS) operations and student support. In addition, this division provides much of the institution’s applied technology support. We also plan and implement two in-service programs and one CAP (College Assessment for Planning) session each year.

Current and future projects:  
- Transition to new dean. I am leaving the dean position, effective July 1, 2018. The division leadership team is working on a detailed transition plan to assist the new dean for a smooth transition.  
- Prepare the Fall 2018 Special Report for NWCCU, regarding recommendations four and five.  
- Prepare the Spring 2019 Mid-Cycle evaluation self-study for NWCCU.  
- Implement an online catalog.  
- Implement a new curriculum management program.

Who we are:  
We are a cross-functional team of caring full-time faculty, part-time faculty, classified staff and administrators who enable, facilitate and support student success through the college’s academic and service areas.
Division priorities:

1. Support Implementation of guided pathways, Including Navigate:
This division supports guided pathways implementation by providing applied technologist and scheduling support to the Navigate team where necessary; providing curriculum and scheduling support to the curriculum team where necessary; and providing workshops and other professional development to the campus community.

2. Continue assessment implementation:
This division is responsible for continuing our assessment implementation in both academic and service areas.

3. Implement new college planning processes:
The Dean of Curriculum, Planning and Research leads the college’s planning processes. This year we have worked, largely through a four-person planning workgroup, to redesign our planning processes to align mission fulfillment, strategic priorities and our newly designed unit planning process. One of the outcomes of this ongoing work is to align institution and program assessment efforts with our planning and budgeting processes.

Recent successes:

• Our library joined the Orbis Cascade Alliance, and in 2017 we successfully completed our migration to the alliance systems.

• Since the summer of 2016, we have redesigned and implemented academic and service area assessment programs that are authentic, and valid, and provide high-quality guidance for our program teams. All of our programs are engaged in assessment, and we are integrating that assessment into our decision processes.
INSS – INSTITUTIONAL EFFECTIVENESS AND PLANNING

Office of Education Partnerships

Name: Jaime Clarke
Title: Director, Office of Education Partnerships

Contact Information:
Phone: 503-594-3220
Email: jaimec@clackamas.edu
Campus location: Community Center 111

Budget:
Total - $1.2 million
- General Fund: $183,000
- Fee Fund: $325,000
- High School Contracts: $300,000
- Grants: $400,000

Who we are:
The Office of Education Partnerships (OEP) is a team of dedicated staff members who serve students along the educational continuum from high school programs to four-year colleges/universities partnerships. Our team consists of five full-time staff members, one admin/confidential director and four classified staff.

What we do:
The Office of Education Partnerships creates and maintains relationships with education partners (internal and external) to support student access and success. We provide direct connections for high school students to access college credit and accelerate their learning in high school through the operation of five High School Connections programs. We actively partner with more than 40 high schools in 19 school districts, serving more than 4,000 high school students annually. Participants in the High School Connections programs make up roughly 20 percent of the college’s total FTE. In addition to providing high school students with access to accelerated college credit, we offer comprehensive advising and enrollment services to support their academic success.

We also support Career Pathway initiatives and Career Pathway Certificate students through advising services and direct outreach to Workforce Innovation and Opportunity Act (WIOA) partners.

The OEP team’s work reaches partners at four-year colleges/universities as well. We negotiate articulation agreements, expand degree partnerships and support advising tools developed for students transferring from Clackamas Community College to four-year colleges and universities. Our work is directly aligned with all four core themes and strategic priorities.

Current projects:
- $300,000 Clackamas Regional Promise Grant (2017-2019)
- $100,000 Career Pathways Grant (2017-2019)
- Equity Audit for High School Connections programs
- Summer program for Clackamas County students who have completed 11th and/or 12th grade
- Piloting academic advising presentations for high school students
- Implementing dual enroll data management system for dual credit and sponsored dual credit instructors
Goals/priorities:

• Establish partnerships with area school districts/high schools to increase student access to and success in educational opportunities through accelerated college credit programs
• Expand formal and informal relationships with four-year college/university partners through the development of articulation agreements and transfer guides

Initiatives:

• Communications planning: We are continually refining our communications plans for High School Connections programs. We purchased emma as an email marketing tool in 2017-2018 and recently began using Phonevite, a recorded calling service, to connect with students for important reminders.
• Guided pathways: We are actively engaged in the guided pathways conversation with team members serving on the Guided Pathways Taskforce and the Pre-College Pipeline Subcommittee. We will be communicating the selected educational focus areas once identified by the college and any curriculum map/course changes with our high school and four-year college/university partners.

Recent milestone/successes:

• Participation in High School Connections programs increased 11 percent over the last two years (2015-2017)
• The Advanced College Credit (ACC), high school program, has grown 9 percent fall and winter 2017-2018 over 2016-2017
• Articulation agreements with four-year colleges/universities have expanded and are available online.

Significant challenges/issues:

Significant challenges that the OEP team faces with the High School Connections programs are changing instructor qualifications and approvals for dual credit and/or sponsored dual credit instructors in the high schools. Identifying and communicating instructor qualifications that are applied within the college and applied to our high school partners continues to be a major challenge. Currently, each academic department determines their individual hiring criteria and if they will participate in dual credit and/or sponsored dual credit. Inconsistencies in hiring criteria/teacher qualifications between academic departments create confusion and frustration with our high school partners.
Name: Dru Urbassik  
Title: Director, Curriculum and Scheduling

Contact information:  
Phone: 503-594-6217  
Email: dru.urbassik@clackamas.edu  
Campus location: McLoughlin 237

Budget:  
$340,542

Who we are:  
• Dru Urbassik, Director  
• Miranda Butler, Scheduling and Logistics Specialist  
• Megan Feagles, Curriculum and Scheduling Specialist  
• Various part time classified employees who augment our workforce for Scheduling and projects

What we do:  
The primary purpose of the Scheduling Office is to work with academic departments to determine academic schedules, ensure that course sections are set up accurately, schedule academic rooms using best-placement algorithm, and support the campus through events scheduling, contracting and invoicing.

The primary purpose of Curriculum Office is to support student resources through accurate data and updates, managing the college’s curriculum, ensuring that we comply with state and accreditation regulations regarding course and programs, and leading and assisting catalog edits and creation.

Current projects:  
• SAAS Migration: The Scheduling Office uses a software program called 25Live to assist with room scheduling for the campus. Currently CCC uses its own servers to run and manage this service. In mid-April we are transitioning to a hosted version of the product. CollegeNet, the creator of 25Live, has suspended updates to non-hosted versions of the product. By moving to the hosted version, we ensure that our college receives all updates to better serve the campus. Date of completion is April 19, 2018.

• Elevate: Customized Training purchases an online registration tool for their clients and students to use instead of paper registrations. The Curriculum and Scheduling Office manages the majority of the data that is entered and housed in this system. We have been assisting Customized Training with the implementation of the new tool as well as determining college processes, department roles, and documentation. A small pilot is set for the summer term, 2018. We are waiting for the addition of Elevate to Colleague integration before we launch a larger offering with this new tool. The addition is expected in Spring 2019.
• **Curriculum Management Software:** The Curriculum Office uses a homegrown tool to track course edits and the creation of new courses. This tool has some functionality issues. CCC IT department (ITS) has worked with the Curriculum Office to try to produce a better more robust tool, but our needs exceed what a homegrown tool can provide. During the 2018-19 budget process, funds were secured for the purchase of curriculum management software, and we are moving forward with that with a focus on selecting and implementing this software during summer 2018. This tool will give a clearer workflow process, allow us to easily track courses and programs, and support our commitments to the state and NWCCU.

**Significant challenges/issues:**

We are working to ensure that departments that depend on us understand how and when to engage us. Our goal is to ensure that we are brought in early on projects that will require extensive resources or impact critical processes.
Name: Lisa Anh Wang
Title: Director, Institutional Research and Reporting

Contact Information:
Phone: 503-594-6140
Email: lisa.wang@clackamas.edu
Campus location: McLoughlin Hall 112

Budget: $327,805

Who we are:
The Office of Institutional Research and Reporting fosters continuous quality improvement of student learning at Clackamas Community College by providing accurate, actionable and timely information that informs college decision making.

What we do:
The Office of Institutional Research and Reporting (IR) supports a college culture of evidence by collecting, analyzing and disseminating reliable data. To ensure data are reliable, IR provides leadership in increasing data integrity across the college. Moreover, IR oversees state and federal mandated reporting; supports the assessment cycle, unit planning, budget process and accreditation efforts; and evaluates the college’s progress in mission fulfillment and strategic priorities.

Current projects:
Core themes and strategic priorities:
- As a member of the Mission Fulfillment Committee, I evaluate the college’s progress on core theme indicators.
- As a co-leader alongside the Vice President of InSS, the Strategic Priorities Subgroup is working to establish indicators and targets for the college’s strategic priorities.

Data integrity and security:
- As chair of the Data Integrity Group, I lead college-wide efforts to document the various databases across the college.
- Partnering with the Dean of Information Technology Services, I am helping develop a data security manual for the college.

Mandated reporting:
- I continue to oversee Integrated Postsecondary Education Data System (IPEDS) and data submissions to the Oregon Higher Education Coordinating Commission (D4A).
Goals/priorities:
An ongoing priority for IR is to provide data that is reliable and meaningful. The IR Office is young, in that it is only five years old, and there is much work to be done to increase the integrity and, subsequently, utilization of the data. Through the Data Integrity Group, IR continues to work with administrators and staff across the college to increase data reliability.

Recent milestone/successes:
In fall 2017, IR supported the development of a new college-wide unit planning and budget process. This process directly links assessment work with unit planning and budget requests, which informs the budget allocation process.

Significant challenges/issues:
Staff and faculty increasingly see the value in data, and this has resulted in an increased interest in student surveys. Surveys provide an effective way to capture detailed information from students. However, students are being inundated with survey invitations, which eventually leads to survey fatigue and low response rates. As a result, it is a priority for IR to identify all surveys occurring across the college to assess how surveys can potentially be consolidated and disseminated strategically to minimize the burden to students.
Name: Jil Freeman
Title: Faculty and Department Chair, Instructional Support and Professional Development
Contact information:
Phone: 503-594-3505
Email: jil.freeman@clackamas.edu
Campus Location: McLoughlin Hall 125

Budget:
General Fund: Approximately $823,000
Fee Fund: $110,000

Who we are:

Full-time faculty:
• Elizabeth Carney, assessment
• Jil Freeman, teaching and learning, department chair

Classified staff:
• Daisy Calvert, online learning system administrator
• DW Wood, educational technology and online learning coordinator

Part-time faculty:
• Joel Sheller, instructional designer

What we do:
Our department includes the Teaching, Learning and Assessment program and the Online Learning program. In both areas, we work with faculty to develop innovative, high-impact teaching, learning and assessment practices to support student learning and success. We offer and develop professional development opportunities that include workshops, one-on-one and group consultations, self-directed materials and resources, and large group events connected to college-wide learning priorities and initiatives. Our Online Learning team supports faculty in using educational technology, including our learning management system (Moodle), to improve student learning experiences. We work closely and often collaborate with our friends and colleagues in the Library and Institutional Research.
Current projects:

• College-wide assessment work with the instructional/academic program, including coordination of the Assessment Committee, participation in the Mission Fulfillment Committee and Accreditation Steering Team. We provide direct support to program assessment teams through workshops, support and learning materials, small-group consultations, and the training and deployment of assessment coaches.

• First Year Faculty Experience (FYFE), which is a year-long learning, training and community building program for all new full-time faculty at CCC. New full-time faculty are required to participate in their first year and are granted a course release each fall, winter and spring term to facilitate their participation. The program is cohort based and includes a three-day institution the week before fall term in-service and seminars each Friday morning during the academic year. Traditionally, the President has joined us for lunch during the institute to meet and greet with the new faculty, and we’d love for you to continue this tradition!

• Moodle 101 is an online orientation to the Moodle learning platform and helps students to become familiar with the best practices for online learners. This has recently been added to the curriculum of the college’s First Year Experience for students. “Are You Ready for Online Learning?” is a tool to help students determine if online learning is right for them. After completing a questionnaire, students are given resources and tools tailored to their online learning readiness.

• We usually develop programming for the college-wide learning events including fall and winter in-service, fall Ramp-Up Week and the College Assessment for Planning (CAP) event.

• We sponsor and develop programming for an annual instructional initiative. Past initiatives include Growth Mindset, Assessment and Sense of Belonging. Initiatives reflect the current Scholarship of Teaching and Learning and are division, department and discipline agnostic. Instructional initiative workshops are offered monthly to promote the essential skills, behaviors and knowledge of the annual topic.

• We offer a variety of faculty development opportunities throughout the academic year, including workshops, professional learning communities, reading groups, one-on-one and group consultations, curriculum development and design assistance, and just-in-time resources and materials.
Name: Jane Littlefield  
Title: Instruction Librarian, CCC Library  
Department Chair

Contact information:  
Phone: 503-594-3474  
Email: jane.littlefield@clackamas.edu  
Campus Location: Dye 119

Budget:
$909,300  
$677,600 personnel  
$142,700 materials/services, which includes:  
- $70,000 Orbis Cascade Alliance membership dues  
- $50,000 electronic resources  
- $16,000 library systems/software dues  
$89,000 library (print) collections

Who we are:
CCC Library functions as both an academic and a service department. Our small but mighty team serves all the students, faculty, staff and community members of the Clackamas Community College district. We are the newest member of the Orbis Cascade Alliance library consortium. We maintain a robust online presence. We are co-located with the Writing Center and Tutoring in the Dye Learning Center on the Oregon City campus.

Full-time faculty  
- Sarah Nolan - technical services librarian  
- Jane Littlefield - instruction librarian  
- Vacancy

Part-time faculty  
- Kerry Leek  
- Colleen Sanders  
- Alison Ihrke

Full-time classified  
- Alison Ihrke - library services coordinator  
- Derek Cloo - library services coordinator  
- Mark Kremkow - applied IT analyst

Part-time classified  
- Sarah Hunsberger  
- Christopher Zimmerly-Beck  
- Brenda Saylor

Federal Work Study students (typically two/term)

What we do:
CCC Library supports the mission of Clackamas Community College by providing user-friendly research tools, relevant resources, customized and flexible library instruction, and welcoming, inclusive spaces for the CCC community. The Library supports students, faculty, staff and community members (all four core themes) by teaching users how to find and evaluate information, providing access to millions of print and online resources, assisting with research and offering space to learn.
Goals/priorities:

- **2018-19 Goal 1** - CCC Library will meet full requirements associated with membership in the Orbis Cascade Alliance in support of Guided Pathways, College Readiness, Financial Sustainability, and Academic Innovation and Relevance.
- **2018-19 Goal 2** - CCC Library will deliver information, literacy instruction and guidance in support of Guided Pathways, College Readiness, Financial Sustainability and Academic Innovation and Relevance.
- **2018-19 Goal 3** - CCC Library will expand and improve LibGuides in support of Guided Pathways, College Readiness and Academic Innovation and Relevance.

Recent milestone/successes:

- Joined Orbis Cascade Alliance in 2015-16 as the 39th member library. New services include an all-in-one CCC + Summit Library catalog search, material requests from other libraries through Summit, two-four day Courier delivery of Summit material, online access to over 134,000 eBooks, and placing holds on CCC Library material.
- Adopted LibGuides and launched a new library website in 2016-17. New website services for students include an embedded 24/7 “Ask a Librarian” chat service, expanded tutorial offerings and an online interlibrary loan form. New website services for faculty include creating customized course, subject and topic guides and online forms for library instruction requests and course reserves. Librarians designed, created and maintain CCC Library’s website.
- Delivered 170 percent more information literacy instruction in 2016-17 to students and faculty than in 2014-15 (when CCC Library had two FTF). Librarians expanded instruction modalities to include face-to-face, embedded and online options.

Significant challenges/issues:

- **Staffing**: CCC Library had a surprise full-time faculty retirement in week 7 of winter 2018 term. Maintaining current instruction and collection service levels, Alliance membership responsibilities and supporting the college’s assessment and guided pathways initiatives will be a challenge as we work to hire a third full-time faculty member (approved for 18-19).
- **Equitable service**: CCC Library does not have yet a physical library presence at the Harmony or Wilsonville campuses and cannot provide reference assistance, Summit delivery or Course Reserves services to those students and faculty. (We do provide instruction services to both campuses, offer 24/7 online chat reference assistance and have robust online collections accessible anytime, anywhere.)
Technology, Applied Science and Public Services
INSTRUCTION AND STUDENT SERVICES (INSS)

Technology, Applied Science and Public Services

Names: Cynthia Risan
Title: Dean

Contact information:
Phone: 503-594-3440
Email: cynthiar@clackamas.edu
Campus location: Barlow Hall 257
(Moving to Industrial Technical Center, summer 2018)

Departments in division:
The total full-time employees in the TAPS Division is 62 FTE (six administrators, 35 full-time faculty and 21 classified and confidential). There are approximately 110 part-time faculty.

- Automotive
- Education, Human Services and Criminal Justice
- Harmony Campus and Community Education
- Health Sciences
- Manufacturing
- TechHire Grant
- Wilsonville Campus: Apprenticeship, Fire Science and Emergency Management

Budget:
General Fund: $7.9 million
Fee Fund: Approximately $1.5 million
Grants: $3.8 million (TechHire $3.2M; Funds for Excellence $282,000; Perkins $255,000; Foundation mini-grants $13,000)
Equipment replacement: $104,000
Innovation: $28,000

Who we are:
The TAPS Division serves the Clackamas Community College district and its constituents by responding to the educational and training needs in the community with learning opportunities, relevant and current curriculum, facilities and technology leading to students’ employment, advancement and personal enrichment. We promote excellence in Oregon’s education system through collaboration and contribution within the regional and statewide initiatives and partnerships.

The dean supervises all full-time faculty members in the division, two associate deans and the division coordinator. Associate Dean Donna Larson supervises the administrative assistants in the division and provides operations support. Jarett Gilbert is the associate dean for the Harmony and Wilsonville campuses and is the director of health sciences. Duties of department chairs include supervising the part-time faculty in their departments, monitoring budgets and overseeing the department course schedule.

Jarett Gilbert, Associate Dean and Health Sciences Director
503-594-0699
jarett.gilbert@clackamas.edu
Harmony East 277 and Wilsonville 147B

Donna Larson, Associate Dean
503.594.3323
donna.larson@clackamas.edu
Barlow Hall 269

Laura Lundborg, Division Coordinator
503.594.3441
laura.lundborg@clackamas.edu
Barlow Hall 253
(Moving to Industrial Technical Center, summer 2018)

Laura Lundborg, Division Coordinator
503.594.3441
laura.lundborg@clackamas.edu
Barlow Hall 253
(Moving to Industrial Technical Center, summer 2018)
What we do:
The TAPS Division supports the college mission and core themes with a strong career and technical education and lifelong learning focus. The TAPS Division consists of numerous career and technical education (CTE) programs, as well as community education and life enrichment programs. Our division spans across the Oregon City, Harmony and Wilsonville campuses.

The academic programs in our division provide education and training that reflect the economic needs of the community and leads to successful employment. Community Education provides life enrichment to people of all ages. The TechHire Grant provides financial assistance and fast-track training opportunities for young adults and incumbent workers. High school students take welding, manufacturing and automotive classes on the Oregon City campus. Additionally, the automotive program provides instruction to high school students at the World of Speed Museum in Wilsonville.

Goals/Priorities:
The TAPS division provides leadership for the Academic Relevance and Innovation strategic priority and lead for the CTE Core Theme and Lifelong Learning Core Theme Teams. There are four divisional priorities identified for 2017-18:

1) Implementation of guided pathways. Division faculty members are currently working on curriculum mapping activities and collaborative advising.

2) Assessment implementation. Division instructional and service areas continue to work on their planned program assessment activities with a goal of 100 percent participation.

3) Program development: There are several program development areas currently being explored or implemented. These include:
   - Health Sciences – pursue introductory health sciences career pathway certificate; expand CLA online offerings; pursue public health options; CNAII; Nursing options considered
   - Automotive – NATEF Accreditation; bond; offer additional high school courses at the Oregon City campus and the World of Speed Museum in Wilsonville
   - Manufacturing – implement NIMS certification through American Apprenticeship Grant; Washington Association of Building Officials (WABO) certification for welding program; Industrial Maintenance Technician (IMT) cohort
   - Education, Human Services, and Criminal Justice – National Association of the Education of Young Children Accreditation for Early Childhood Education; Head Start Certificate; develop Para-educator AAS; Oregon Physical Abilities Test for Criminal Justice; investigate adult day services
   - Harmony campus – expand general education and community education offerings; align student services

4) Facilities improvement for division programs through bond or other funding. Harmony West opened winter, 2017. Industrial Technology Center will open fall 2018. Automotive will remodel the north Barlow wing.

Initiatives and recent milestone/successes:

- Outreach – The Health Sciences Department launched a multi-program outreach campaign that serves middle and high school students.
- Subaru University – Through a new partnership with a leading car manufacturer, students can now train to be Subaru service technicians for free.
- 3D crime scene scanner – The Criminal Justice program recently purchased a 3D laser scanner. CCC is one of few schools in the nation to train students, hands-on, to capture crime scenes in 3D reality.
- Bond initiative – With the addition of Harmony West, there is opportunity for community education classes to increase on campus.
• Employee professional development
  – The Harmony campus director and community education implemented an online registration system for faculty and staff workshops, trainings and other group professional development activities, to provide data for Lifelong Learning Core Theme assessments and to capture FTE.

• CNC operator technician – The Manufacturing Department and the TechHire Grant partnered to pilot an accelerated, 12-credit training program.

• Gosiger partnership – The Manufacturing Department partners with a national machine tool distributor to provide high-end CNC technology to our students.

• Expanded and redesigned programs – The Wilsonville campus oversees multiple programs. The director and faculty have recently expanded the apprenticeship offerings to include Limited Maintenance Electrician. They have also redesigned programs to better meet industry needs: Geographic Information System (GIS) Technology Certificate, Wildland Fire Management AAS, and Wilderness Survival and Leadership Career Pathway Certificate.

• Day-to-day wins – Our faculty and staff are passionate about helping students overcome barriers to educational achievement. On an ongoing basis, exceptional efforts are made to help students overcome financial, academic and personal barriers, allowing them to continue their education.

**Significant challenges/issues:**

• Recruiting and retaining qualified instructors
• Workload capacity and work/life balance.
• State-of-the-art facilities and equipment
• Student enrollment in some programs
• Graduation rates in some programs
Health Sciences

Name: Jarett John Gilbert
Title: Associate Dean of TAPS and Director of Health Sciences

Contact information:
Phone: 503-594-0699
Email: jarett.gilbert@clackamas.edu
Campus locations: Harmony East 277; Wilsonville campus 147b

Departments in division (direct reports):

• Director of Harmony Community Campus and Community Education
• Director of Wilsonville Campus and Wilsonville, Apprenticeship, Fire Science and Emergency Management (WAFE)

Budget:
General Fund: $1,766,000
Fee Fund: $160,000
Other funds include Jurgens Nursing Faculty Fund, DeJardin Health Sciences Fund, Storment Research Library Fund and Perkins funds.

Who we are:
The health sciences team is committed to providing high-quality education and training for employment or further education in the health care field that can be the first step in a career pathway. Our efforts are responsive to the community we serve, as each program director holds their own advisory committee that can consist of current and former students, faculty, clinical site partners and employers.

Full-time classified
• Christy McClure – Administrative Assistant
• Cindi Woodard – Educational Systems Coordinator
• Amber Dawn – Simulation Technician

Full-time faculty and leads
• Carol Dodson – Nursing Program Administrator
• Sarah Morris – Nursing
• Nicole Reilly – Nursing
• Carol Thorn – Nursing
• Tamera Vanderwerf – Nursing
• Debra Anderson – Nursing Assistant Program Director
• Helen Wand – Clinical Laboratory Assistant Program Director
• Maria Corona – Dental Assistant Program Director
• Tana Sawzak – Emergency Medical Technology Program Director (PTF)
• Karen Maynard - Medical Assistant Program Director
What we do:
The Department of Health Sciences is home to six programs: two-year Nursing AAS; one-year certificates in Clinical Laboratory Assistant/Phlebotomy, Dental Assistant, EMT, Medical Assistant; and a one-term Nursing Assistant training program. We monitor labor market data for jobs in the health care field, consider community feedback and connect with colleagues to consider creation of new academic and training program opportunities, to determine where our community may benefit from professional development classes offered directly by our department or through Connections with Business and Industry (CBI) and, where it doesn’t make sense, to offer a full program ourselves, to articulate with programs at peer institutions.

Goals/priorities:
• Faculty recruitment – Full-time faculty recruitment for nursing openings, clinical laboratory assistant opening
• Grow existing programs – Expand cohorts of existing allied health program, explore new delivery methods (e.g., evenings, weekend, accelerated, staggered entry)
• Create new programs – Bring additional programs to the Harmony Community Campus that can increase utilization of highly specified lab space

Initiatives:
• Student recruitment – We have developed a customizable, interactive outreach presentation and established a high school outreach strategy with Education Partnerships and Welcome/Admissions. Our allied health program directors offer open house nights for prospective students, which are marketed through the aforementioned partners, plus Clackamas ESD, Clackamas Workforce Partnership and advising.
• Basic health sciences – In the spirit of the guided pathways focus at the college, we have submitted to the state for approval a Basic Health Sciences Career Pathway Certificate, which will be housed in the clinical laboratory assistant program, for which recruitment has been difficult the last few years. The goal is to offer more student exposure to careers in health care.
• Distance learning – We are keeping our eyes peeled for grant opportunities to fund the creation and implementation of distance learning cohorts for our allied health programs to rural or underserved areas, in partnership with health care providers and possibly peer institutions.

Recent milestone/successes:
• Clackamas Community College is the only nursing program in Oregon with a 100 percent student pass rate on the NCLEX-RN for 2015-17.
• In 2016-17, the EMT successfully passed its accreditation self-study and site visit.
• This year, 2017-18, the CLA program submitted its approval self-study to NAACLS.

Significant challenges/issues:
• Full-time faculty recruitment and retention – Recruiting qualified full-time faculty is difficult, as the college cannot offer a salary consistent with what potential hires can make in their field. Once recruited, retention has been an issue as the workload can be daunting for those who do not have significant instructional experience. We see this particularly in our nursing program, where two full-time positions have been open despite recruitment efforts for at least 2.5 years. We expect a consistent number of full-time retirements over the next few years, including program directors for our allied health programs.
• Nursing clinical placements – Our nursing program is part of the Oregon Consortium for Nursing Education with 10 other community colleges, plus OHSU and its extension campuses. Simply, we schools offer the two-year Nursing AAS and those accepted into our program are co-admitted to OHSU to complete the final year of their BSN. The Portland metro area is quite saturated with four-year BSN programs, including accelerated BSN programs, for which clinical placement is necessary. Although our students are technically in a BSN program, the major hospital systems – who largely seek magnet status and therefore will not hire RNs without a BSN – are boxing out AAS programs from clinical sites. While we are trying to be creative with clinical sites and increasing our simulation experiences on campus, this is a hurdle to student learning and instruction.
TechHire and Department of Labor Grant

Name: Carrie Kraten
Title: Director, TechHire Clackamas, Department of Labor Grant

Contact information:
Phone: 503-594-3198
Email: ckraten@clackamas.edu
Campus location: Family Resource Center 106

Budget:
General Fund: $20,000 CCC Innovation Funds (until spent)
U.S. Department of Labor: $3.54 million; current balance $3,283,264 (through 6/20)
Oregon State Education Department, Apprenticeship (Oregon AIM: $42,728 (through 9/20)

Who we are:
TechHire Clackamas is a grant-funded program designed to provide young adults, 17-29, with innovative training services, one-on-one advising, and support to gain employment and advancement to new positions in manufacturing, technology or engineering industries. The grant also provides incumbent support.

What we do:
Provide access to college and other industry-recognized training, career readiness training, tuition assistance, internships, on-the-job trainings and job placement; new program and curriculum development and new apprenticeship development.

Current projects:
• CNC Operator Technician certification: Support for program development, student recruitment, tuition assistance, job placement
• Limited Maintenance Electrician (LME) Apprenticeship: Support for program development, industry outreach, recruitment
• Community outreach: Planning for job and career fairs, community markets, Clackamas County Fair
• Industry/partner outreach: Identify new partners to support TechHire goals
• Course development/enhancement: Funding to support curriculum development and integration of SCADA (cyber security) into renewable energy technology and water and environmental technology programs, funding to purchase equipment
• Social media: Development, setup and maintenance of program websites, Facebook, Twitter and Snapchat accounts.

2018 goals:
• Enroll and serve an additional 200 participants with training, coaching and placement in CWE and/or employment.
• Continue with outreach events, look for opportunities for expanding outreach to students and employers.
• Offer CNC Operator Technician cohort training each quarter
Strategic initiatives:

- New curriculum development in SCADA (cyber security) and manufacturing
- Outreach and recruitment for LME Apprenticeship

Recent success:

- New CNC Operator Technician training certificate. Very successful first cohort of 16 students graduated winter term 2018. Students will receive the CNC Operator Technician certificate. Many will also receive CPR, first aid and OSHA 10 certification. Recruitment for a second cohort has already identified 14 new students. Class began April 2.
- New NW Willamette Joint Apprenticeship Training Committee (JATC) approved by Bureau of Labor and Industries
- Recent award - Oregon Apprenticeship in Manufacturing (AIM), $42,728
- Performance measures to date (March 2018): Total participants served - 102; total enrolled in classroom training - 58; total enrolled in work-based training – 28; total having completed occupational skills training-16; total having completed classroom training-15; total having completed work-based training-21; total having received credentials-17 participants having received a total of 23 credentials; total having entered employment – 24.

Significant challenges/issues:

No significant challenges or issues. We have amazing support from all of our college, workforce and industry partners, as well as the U.S. Department of Labor.
Community Education and Harmony Campus

Name: Sunny Olsen
Title: Director, Community Education and Harmony Campus

Contact Information:
Phone: 503-594-3481
Email: SunnyO@Clackamas.edu
Campus Location: Harmony East 132

Budget:

<table>
<thead>
<tr>
<th></th>
<th>General Fund</th>
<th>Fee Fund</th>
</tr>
</thead>
<tbody>
<tr>
<td>Community Education</td>
<td>$216,096</td>
<td>$175,601.44</td>
</tr>
<tr>
<td>Harmony Student Services and Instruction</td>
<td>$966,895</td>
<td>$30,490.11</td>
</tr>
</tbody>
</table>

Who we are:

The Community Education Department (Community Ed) is comprised of four programs, Community Schools, Senior Programs, Community Partners and Team Oregon Motorcycle Safety, all of whom bring quality noncredit learning opportunities to our community.

- Coordinator Angie Byrd
- Enrollment Services Specialist Kelli Houston

The Harmony Community Campus Student Services and Instruction (HSSI) team supports students by providing academic transfer, career and technical education, essential skills and lifelong learning opportunities through placement testing, counseling, academic advising, enrollment services, strategic enrollment management, tutoring, a bookstore and cafe.

- Director Sunny Olsen
- Student Services Coordinator Jann York
- Advising Specialist Phil Reid

Enrollment services and testing staff:

- Linda Carlile
- Vickie Zirkle
- Jean Arndt
- Vanessa Marson
- Mai Kiigemagi
- Pam Martin
- William Burkhalter
What we do:
Community Ed is unique in that it is almost entirely self-contained. The Community Ed coordinator oversees schedule production, student registration, instructor employment and scheduling and program reporting. Community Education is dependent on our relationships with our Community Schools, Senior Program Partners, Community Partners and Team Oregon. HSSI coordinates and collaborates with other programs and departments across the three campuses to provide extensive additional services to students, staff and community. Many of these services operate on-site at the Harmony campus, making coordination convenient and efficient. The CCC Harmony SSI team does not provide instruction per se but works closely with other academic departments to meet general education and transfer student academic needs. This is closely coordinated with the academic departments and the other two campuses so as not to conflict or compete. Additionally, schedules are co-coordinated with the on-site health science departments to make available prerequisites as well as required courses for certificates and degrees.

Current projects:
Community Ed provides support to our community partners who provide the actual classes in the community. Because of this, many students do not recognize that the courses they are taking are connected to the college. Community Ed is working with Institutional Advancement to bring greater awareness to these students and to increase their affiliation with the college.

In addition, Community Ed in collaboration with the Lifelong Learning Core Team has taken on the accreditation initiative to collect data regarding all Continuing Ed. This entails working with CCC staff and faculty providing trainings by creating courses and assisting in registrations for all college-wide training opportunities.

HSSI is working in collaboration with the AFAC Division to provide greater student resources to the student population at the Harmony campus. Of particular interest is financial aid, a tutoring lab, disability resources, veterans services and Associated Student Government opportunities.

HSSI’s academic advisor and Eastern Oregon University (EOU) are working on a transfer degree to EOU’s Physical Activity and Health degree. In addition to online class options, face-to-face opportunities would be taught at Harmony campus.

Recent milestone/successes:
Community Ed in collaboration with its Community Partner Bridging Cultures recently piloted a Spanish language class for Canby firefighters. The class was a success, and they are looking to begin a new cohort in fall term that combines Canby Fire and Police and the Woodburn Fire and Police.

This winter term, HSSI opened the doors of the newly constructed Harmony West building to students and staff. Biology, chemistry and criminal justice courses are among the new additions to the spectrum of course offerings at the Harmony campus, allowing allied health students to complete all of their prerequisites on-site and criminal justice students to complete their certificates and degrees.
Wilsonville, Apprenticeship, Fire Science, Emergency Management

Name: Shelly Tracy
Title: Director, Wilsonville, Apprenticeship, Fire Science, Emergency Management (WAFE)

Contact Information:
Phone: 503-594-0945
Email: shellyt@clackamas.edu
Campus location: Wilsonville 152

Budget:
Total - $1,700,530
- General Fund: $929,838
- Fee Fund: $580,696
- Innovation Fund: $16,200 (misc. educational equipment and Incident Qualification System (IQS) installation)
- Utility Training Alliance: $127,568 (pole yard expansion)
- Foundation Mini Grant: $3,500 (sculpture purchase and installation)
- Oregon AIM Grant: $42,728 (Limited Maintenance Electrician Apprenticeship creation)

Who we are:
The WAFE Department provides a supportive full-service educational environment at the Wilsonville campus located in the southwest corner of Clackamas County and at Training Center A at the Oregon City campus.

In addition, the Wilsonville campus has a longstanding partnership contract (17 years) with Portland General Electric (PGE) as the Utility Training Alliance (UTA). This partnership includes campus space, curriculum development and registration/tracking of workshops/trainings.

Full Time Classified:
- Leslie Donohue-Apprenticeship Coordinator
- Joyce Gabriel-Facility and Event Coordinator
- Chris Hughes-Student Services Coordinator
- Katelynn Karsh-Advising

Full Time Faculty:
- Jeff Ennenga-(Lead) Wildland Fire, Forestry and Wilderness Survival

Part Time Staff and Faculty:
Seven (7) Part Time Classified
13 Part Time Faculty Fire Science/GIS
36 Part Time Faculty Apprenticeship

What we do:
The Wilsonville Campus and WAFE department supports the mission of CCC, which is to serve the people of the college district with quality education and training opportunities.

- Offer enrollment and student services (e.g., registration, cashiering, advising, testing center, additional resources and great customer service
- Offer courses to complete an AAOT in three years or less through evening and online classes in Wilsonville
- Generate additional FTE captured through workshops and revenue through facility rentals for external clients in Wilsonville
• Oversee and manage the operations and scheduling of all activities in Wilsonville to ensure a safe, clean and welcoming environment

• The WAFE Department consists of the following programs:
  – Apprenticeship: nine individual programs (plumber, painter, inside electrical, limited energy, protective signaling, line worker, meter worker, wire worker and limited maintenance electrician)
  Work with Journeyman Apprenticeship Training Committees (JATCs) to provide the related instruction for apprentices seeking journeyman licenses and associate degrees.
  – Wildland Fire, Forestry and Wilderness (AAS, certificate, three pathway certificates). The Fire Science programs provide training and credentials that lead to seasonal employment in wildland firefighting or the first step to a career in the forest industry or park service.
  – Unmanned System Program (USP) (drones) These courses are currently used as electives but in near future will be a certificate.
  – The emergency management program is currently suspended with the expectation to renovate for 2019-20 offerings.

Goals/priorities:

• Services and support to students, including access to on-campus testing and placement; certificates and degrees registration, enrollment and advisement; and counseling
• Access to all recognized and needed resources and beneficial supports
• Increase FTE at Wilsonville campus
• Ensure all academic programs are up to date and relevant through advisory committees
• Coordination with academic departments to ensure scheduling meets community needs for certificate, transfer and degree courses
• Coordination with campus service partners to ensure a safe, clean and welcoming environment

• Maintain optimal staffing through hiring, orienting and training

• Marketing and needs assessment: As Wilsonville and Clackamas County continue to grow and change, so too must our mechanism for meeting current and projecting future needs.

• Wilsonville Training Center Advisory Committee: An advisory committee, to meet twice per year, will be established to keep us abreast of changes in southern Clackamas County.

• Grants and sponsorship: We will seek grant opportunities to bring in financial support for current and developing programs, including participation in existing grants facilitated by peer institutions.

• Emergency management: The current program is in a teach-out phase with a new program being developed.

• Partnerships and workshops: Expand partnership with Oregon Emergency Management (OEM) to offer statewide emergency management trainings at WTC. Increase Northwest Coordinating Group workshops, (OEM) ICS 300 and 400 trainings, and Language Skills Assessment for wildfire contractors at Wilsonville. Partner with Timber Lake Job Corps to grant college credit to their students for pre-apprenticeship Wildland Fire courses.

Recent milestone/successes:

• Bureau of Labor Industries as well as CCC as its own Joint Apprenticeship Training Committee have approved a new limited maintenance electrician apprenticeship program.
• The UTA completed the expansion of the pole yard at the Wilsonville campus in January 2018.

Significant challenges/issues:

The campus would benefit from increased resources to better serve our students and community.

• Tutoring
• Counseling
• Financial aid services
• Transportation: A shuttle service between Wilsonville and the other campuses. At present, using public transport to travel between Oregon City and Wilsonville takes two hours.
Name: Dawn Hendricks  
Title: Department Chair, Education, Human Services and Criminal Justice  

Contact information:  
Phone: 503-594-6158  
Email: dawn.hendricks@clackamas.edu  
Campus location: Clairmont Hall 150  

Programs in the department:  
- Criminal justice administration (CJA)  
- Corrections  
- Early childhood education (ECE)  
- Education (Ed)  
- Gerontology  
- Human services (HS)  

Full-time faculty  
- Ida Flippo (CJA and corrections)  
- Sharron Furno (CJA and corrections)  
- Dawn Hendricks (ECE)  
- Laurette Scott (Ed)  
- Yvonne Smith (gerontology and HS)  

Part-time faculty:  
- Wendi Babst (CJA and corrections)  
- Jackie Curry (HS)  
- Denise Glascock (ECE)  
- Scott Healy (CJA and corrections)  
- Jason Jones (CJA and corrections)  
- Brian Kidwell (ECE)  
- Brianna King (ECE)  
- Michael Luna (CJA)  
- Rob McCorkle (CJA)  
- Stephanie Schaefer (HS)  
- Jessica Steinberg (HS)  
- Allyson Yoshiwara (ECE)  

Advisor:  
- Jodi Stapleton  

Administrative Specialist:  
- Kim Kirchhofer  

Our ECE, Ed and HS programs are all housed in Clairmont Hall on the Oregon City campus, while CJA, corrections and gerontology are located in the new Harmony West building.
What we do:

We teach a diverse array of courses in our program areas and offer the following certificates and degrees:

- A.A.S. in Corrections
- A.A.S. in Criminal Justice
- A.A.S. in Early Childhood Education and Family Studies
- A.A.S. in Human Services Generalist
- Certificate in Early Childhood Education and Family Studies
- Certificate in Gerontology
- Certificate in Human Services Generalist
- Certificate in Juvenile Corrections
- Certificate in Paraeducation
- Career Pathway Certificate in Gerontology for Health Care Professionals
- Career Pathway Certificate in Nursing Assistant-Gerontology Specialist

In addition to the traditional face-to-face format, we offer courses online and in a hybrid format. All of our programs require Cooperative Work Experience (CWE) and we have over 25 percent of the CWE students in the college.

In addition to teaching, all of our full-time faculty are actively involved in two or more college-wide committees or workgroups as well as in statewide workgroups to be of service and to stay active and connected in their respective fields.

Current projects and goals:

Across the department, we continue to research and identify low-cost and no-cost texts to use in our courses to help keep costs down for students. We are also creating an international development course, which will culminate with a two-week service-learning project in Costa Rica in December 2018.

In CJA and corrections, a current focus is on becoming a testing center for the National Testing Network for pre-employment law enforcement testing. We purchased ORPAT materials for the CJA program, which will be used to assess our students’ abilities to meet the physical fitness demands required of law enforcement officers. This will help us better equip our students for success and we foresee being able to generate revenue as a testing site for local law enforcement agencies.

The ECE program is now in the process of pursuing accreditation from the National Association for the Education of Young Children (NAEYC). The accreditation self-study report and application will be completed and submitted during fall 2018-2019, with an accreditation verification visit occurring during the following spring.

In the education program, we created a new CTE Instruction certificate program comprised of the Ed courses currently required for state CTE teaching licensure. We are exploring the possibility of becoming a state approved Educator Preparation Program (EPP) for CTE teachers and are also exploring the option of replacing the para-educator certificate program with an AS degree in education. Finally, we are representing CCC on the HECC Transfer Workgroup for the Unified Statewide Transfer Agreement (USTA) for Education, which provide a seamless pathway for future teachers who begin at community college.

In gerontology, a focus has been on investigating the feasibility of expanding adult day services in Clackamas County. In addition to writing a white paper listing the possible opportunities and drawbacks of such a proposal, site visits to identify possible locations have begun.

In human services, all of the planned learning outcomes were recently reviewed and updated to ensure alignment with national standards.
Name: Jay Leuck  
Title: Department Chair, Automotive Department and Auto Service Instructor  

Contact information:  
Phone: 503-594-3052  
Email: jayl@clackamas.edu  
Campus location: Barlow Hall 266

Budget:  
General Fund: $1,059,046.00  
Course Fee Fund: $80,000  
Tech Mech Fee Fund: $125,000  
Multiple 73 funds for grants and contracts. One fund is for our partnerships with local high schools that we offer classes for. Another is for a Perkins grant that was awarded this year. The last fund is our Automotive Booster Fund, which we use to enhance our students’ experience by offering them scholarships.

Who we are:  

Full-time faculty:  
• Tom Landeen and Wryann Van Riper: high school classes
• Jay Leuck, Nick Miller and Rick Lockwood: auto service technology
• Dave Bradley and Mark House: auto body

Part-time faculty:  
• Pat Nesbitt  
• Russ Peterson  
• Les Blahuta  
• Fred Davis  
• Chris Hampton  
• Darren Spain  
• Jared Green  
• Larry Morrison  
• Nick Roberts

Several part-time faculty teach high school classes at the World of Speed Museum and/or college classes on the main campus. The majority of part-time faculty teach core classes in our A.A.S. degrees or consumer interest classes during the evenings or on the weekends.

Classified staff:  
We have three full-time classified personnel working on the Oregon City campus and one working at the World of Speed museum. All of our classified staff, Sharon Brown, Jesse Phelps and Andrew Daniek, are integral to the daily functions and keep our department running smoothly. Casey Jimerson also performs the same functions at the World of Speed museum. We also employ nine part-time classified members as instructional lab assistants or as support staff for night and weekend classes.

What we do:  
Our mission is to provide quality instruction and training leading to employment, advancement and/or personal enrichment in the automotive mechanics industry.

Our auto body program is one of six that teach to the level of International Conference on Automotive Collision Repair, I-CAR. Auto body also offers several consumer interest and industry update classes in the evenings and weekends. The auto body program relies entirely on live work for instruction.
Our automotive service technology program primarily teaches automotive systems to the National Automotive Technician Education Foundation standards, NATEF. Some of our courses offered in the program teach above the NATEF standards. We have recently partnered with Subaru to offer our students the opportunity to become factory trained to a level 2 status. Auto service also offers consumer interest courses in the evenings and on the weekends. The program stresses the importance of live work for instruction.

Current projects:

- Assessment
- The automotive department has been meeting with architectural firm Axis to assist us with developing a plan for remodeling Barlow Hall
- Auto service is working on a self-assessment for accreditation of the program through the National Automotive Technician Education Foundation (NATEF)
- I-CAR Pro Level Certification preparation
- Auto service is having preliminary discussions around a program reorganization to coincide with the completion of the remodel of Barlow Hall
- Our high school program is currently working toward expanding the number of course offerings
- Integrating Subaru training curriculum

Goals/priorities:

Auto service has made becoming NATEF accredited a priority.

Recent milestone/successes:

Partnership with Subaru University. Partnership with PPG, allowed us to update our paint mixing rooms.
Name: Mike Mattson
Title: Department Chairperson, Manufacturing Technology

Contact information:
Phone: 503-594-3322
Email: mattsonm@clackamas.edu
Campus location: Barlow 267

Budget:
General Fund: $1.5 million
Fees and grants: $400,000

Who we are:
We are a diverse department that covers disciplines related to the manufacture of products and structures, electromechanical maintenance and energy systems. Welding and machining are our bread and butter. There are 9.5 full-time instructors and about 30 part-time and classified personnel actively employed in the department.

Full-time Faculty
• Machining: Mike Mattson, Wes Locke, Bob Delgatto, Charles Lettenmaier, Craig Anderson
• Welding: Sue Caldera, John Phelps, Dustin Bates, Bruce Mulligan
• Renewable Energy: Abe Fouhy
• Electronics Engineering Technology: TBD, hiring approved (split with Engineering)

What we do:
We offer seven different AAS degrees and numerous certificates from at least five disciplines. Every discipline is classified as high-demand/high-wage by the Oregon Department of Education. Additionally, we serve the local high school community by providing welding, machining and pre-engineering courses on-site.

• Welding (FTE 220): Welding Technology is a comprehensive program to train welders for manufacturing and construction. The welding facility was constructed during a previous bond effort in 2002 and was quickly filled to capacity. We are currently challenged with training enough welders to meet industry demand.

• Machine Tool Technology (FTE 140): The machining program has existed for over 40 years at CCC and is considered, by industry, to be the top program in the region. We deliver training in all aspects of computer-aided and manual machining and also offer a related AAS degree in computer-aided manufacturing. The manufacturing community in Northwest Oregon is highly diverse and offers many fantastic employment opportunities ranging from aerospace machining to fine cutlery and optics manufacturing. We are excited to move into our new facility over the summer and we expect a considerable increase in the interest in our programs as a result of this investment.

• Electronics and Microelectronics (FTE 28): We prepare students to enter into manufacturing positions and to transfer to a bachelor’s degree program at Oregon Institute of Technology. Graduates typically find high-paying positions as equipment and manufacturing technicians in the semiconductor and medical device industries. We share labs and instructors with the engineering program.
• **Renewable Energy and Industrial Maintenance** (FTE 25): Renewable Energy, and its close cousin Industrial Maintenance, are nascent programs that offer great upward potential. These programs will also be housed in the new ITC building and will benefit by having adequate facilities for the first time.

**Current projects:**

• Fabrication of seven bridges for the Environmental Learning Center restoration
• Facility, equipment and curriculum update for the Machine Tool program
• Deployment of a pilot program for Green Building Construction and finally development of career tech teacher training apprenticeship.

**Goals/priorities:**

Remain relevant and responsive to our employers and students so that they may prosper.

**Significant challenges/issues:**

Our overwhelming, department-wide concern is simply to continue attracting young people into these technical fields in the face of a booming economy. Graduate employment rates are effectively 100 percent and offer a quick path to a middle-income lifestyle, yet we struggle to connect with the 18-25-year-old demographic.
3 College Services
**College Services**

**Name:** Alissa Mahar  
**Title:** Vice President of College Services (and CFO)

**Contact information**  
Phone: 503-594-3009  
Email: alissa.mahar@clackamas.edu  
Campus Location: Barlow Hall Executive Offices

**Departments in division:**
- Business Services
- Human Resources
- Campus Services
- College Safety
- Information Technology
- Bookstore

**Budget:** $15,000,000

**Who we are:**
We provide support services for students, staff and faculty.

**What we do:**
Construct buildings, maintain facilities and grounds, process all human resources and labor relations related requests, build the budget and forecast, operate the bookstore, maintain the information technology infrastructure and provide customer support, provide college safety services at all three locations.

**Current projects:**
Budget development, capital construction (ITC, DeJardin, transit center), bookstore operations review, classification/compensation study, space planning and adjacency study for Student Services Community Commons, diversity/equity/inclusion strategic plan, information technology business analyst assessment, College Services retreat, threat assessment team, emergency operations plan, board policy review, staff performance evaluations, commercial lease agreements, Beavercreek Employment Area discussions, Wilsonville Town Center redevelopment conversations, athletic fields master plan, external partnerships and relationship building.

**Goals/priorities:**
Financial sustainability, institutional advancement, continuous quality improvement, lean leadership, staff development, public/private or public/public partnerships, ground work for next bond campaign.
Recent milestone/successes:

• Improved college bond rating from Aa2 to Aa1
• Distinguished Comprehensive Annual Financial Reports Award from GFOA
• Completion of Harmony West
• Balanced three-year forecast
• Land lease with Clackamas Fire District No.1 for their new administration building at Harmony Community Campus

Issues/Challenges:

• Oregon PERS retirement system costs escalating
• State community college funding model challenges
• State of Oregon disinvestment in community colleges
• Financial forecast fourth and fifth years
• Capital construction escalation
• Lean administrative staffing
• Need another bond campaign in 2022-24
**Budget:**

The bookstore fund is a proprietary fund separate from the General Fund. Gross sales for 2016-17 were $1,813,831.26. Cost of goods, employee salaries and benefits and costs of doing business come out of this amount, and the bookstore contributed $70,000 to the General Fund.

**Who we are:**

The bookstore serves the students, faculty and staff of the college at two bookstore locations, one on the Oregon City campus and one on the Harmony campus.

**Full-time staff:**

- **Kristin Hawkins**, Bookkeeper
- **Julie Groner**, Merchandise Control Clerk (shipping and receiving)
- **Kai Gambee**, Bookstore Coordinator/Merchandise buyer/Lead Cashier
- **Carol DeSau**, Director and Textbook Manager

We also have 14 part-time staff members, and seven of them are students at CCC.

**What we do:**

The bookstore stocks almost everything a student needs to be successful including new, used, rental and digital textbooks, school supplies, sportswear, calculators, backpacks, bus passes and tickets, convenience foods and drinks, coffee and hot dogs. The Harmony campus store stocks items for our allied health programs including scrubs, EMT uniform shirts, lab coats, stethoscopes and sphygmomanometers. We collect and disseminate textbook information to support Higher Education Opportunity Act regulations, and implemented an inclusive access program this academic year that helps departments lower the cost of course materials to students. I am a member of the Low-Cost Textbook Committee on campus. We partner with graduation services by ordering and distributing graduation regalia.

**Current projects:**

We are working with the vice president of college services to explore different companies that would better maintain a revenue stream for the college, while improving services to students to support their success at CCC.
**Goals/priorities:**

Our goal is to maintain excellent customer service, stock items needed by students, reduce course material costs for students and be a resource and support for faculty.

**Recent milestone/successes:**

We implemented an inclusive access program in partnership with Jackie Flowers, chair of social sciences. This started in fall term 2017 with four classes, with estimated student savings of $4,717.50. The program expanded to 13 classes for winter 2018, with estimated savings for students of $22,683.75. Classes plan to use inclusive access materials for spring 2018.

**Significant challenges/issues:**

Our biggest challenge is decreasing revenue. OER, low-cost textbook initiatives and inclusive access have affected sales.
Name: Jeff Shaffer  
Title: Dean of Business Services

Contact information:  
Phone: 503-594-3101  
Email: Jeff.Shaffer@Clackamas.edu  
Campus location: Barlow Hall 206d

---

Budget:

Division-specific: $1.7 million  
Responsible for oversight of: $192 million

Who we are:

Our team consists of 14 total employees, including two administrative positions (dean and bursar); one confidential administrative assistant who shares 50 percent of her time with College Safety; and 11 classified positions. The 11 classified positions break down as three accounts/student receivable specialist, three accountants (two of whom support the college full time and one who supports the Foundation 50 percent of the time), two accounts payable staff, two data administrators who support the Foundation with data and analysis, and one contracts administrator that was just created and is funded for three years at present.

What we do:

Business Services generally provides support for college in the areas of budget, financial reporting, purchasing, accounts payable and accounts receivable.

Current project(s):

The primary project within Business Services is to provide an integrated budgeting process to the college’s overall accreditation process, one in which assessment is tied to unit planning, which then feeds into a budgeting process, which then feeds into a monitoring/measurement process, which then feeds back into the overall cycle with the following next year’s assessment.

Initiative(s):

The primary initiative in 2018 is a process improvement for the contracting/agreement procedures for the college. That process improvement is on track with the recent creation of a full-time, three-year limited term position, funded by bond and grant resources. That position will then be tasked with the implementation of a contracting database tracking system and the development of process improvements.

The key issues for improvement are:

- The current decentralization of contract language support to staff
- A lack of monitoring/tracking of expiring and auto-renewing contracts
- Providing an expert “set of eyes” on every agreement prior to the vice president signing the agreements to mitigate liability and risks that have historically happened
At the end of three years, we will do an assessment to determine if there is ongoing college-wide value of the centralized position and convert the position into ongoing General Fund funding if it is deemed to be valuable to do so.

**Significant challenges/issues:**

One that is more high-level but falls into the realm of Business Services due to the nature of our responsibility for budgeting and forecasting (and our role in the financial sustainability of the college) is the budget constraints we’ll be facing in the upcoming 10 years.

As background, the General Fund of the college is funded equally from three resources: property taxes, state funding and tuition. Property taxes are generally capped at 4 percent increases due to state law, and we’re lucky to get around 5 percent overall in recent strong economic times of growth due to new development. And while state resources are themselves enjoying a long-tenured growth period, Clackamas Community College has only seen a small proportional share of the growth from the state revenues (close to 3 percent annually when they’ve raised roughly 5 percent annually). There is also a state equalization formula that lowers our proportional share of the state funding below that average 3 percent if our property tax collections are coming in strong compared to other counties in Oregon. And lastly, tuition has always been a difficult spot for the college administration and the Board of Education to raise at a level greater than 3 percent due to the impact it puts on our students. All this is to say we can expect the norm of around 3 percent in annual increases to our General Fund between the state’s allocations, our property taxes and tuition from a forecasting point-of-view.

Meanwhile recent changes in PERS (public retirement system for Oregon) have created issues that greatly impact the annual rises in expenses for at least the next five years, and likely the next 10+ years as well. In general terms, it means the college will simply have to send a higher percentage of its overall payroll (which is already 80 percent of its expenses) to Salem. In other words, while the college would generally expect roughly 3 percent increases in annual expenses looking back historically (similar to the resources mentioned above), by the year 2021 we’ll be sending 20 cents out of every dollar to Salem to resolve PERS issues, where historically we’ve been sending 13-14 cents out of every dollar to Salem. Three percent annual increases would now become something closer to 5-6 percent annual increases to our overall college expenses with the same exact level of service. Unless the state comes up with solutions to PERS that don’t put the burden on the college having to resolve it, or unless they increase annual allocations above 5-6 percent, we will be making significant reductions in staff over the next 10 years to balance resources to expenses.
Name: Jennifer Milldrum
Title: Bursar/Accounts Receivable Manager

Contact Information:
Phone: 503 594-3094
Email: jenniferm@clackamas.edu
Location: Barlow Hall 206A

Budget: N/A

Who we are:
The Accounts Receivable Office is comprised of three full-time classified staff who work closely with students and staff on Student Accounts Receivable matters.

What we do:
Accounts Receivable provides services to both students and departments on accounts receivable related issues including, but not limited to, billing charges, third-party billing, tuition and financial aid refunds, cashiering discrepancies, short-term book loans, 1098Ts, collections and registration/transcript holds.

Goals/priorities:
• Reducing student receivables
• Annual Payment Card Industry (PCI) Training for Cashiers.

Challenges/Issues:
• Finding a “one size fits all” payment method for non-traditional students.
• Identifying a payment plan for prior-term balances that will meet the students’ needs.
Name: Phil Zerzan (retiring effective June 30, 2018)
Title: Director of College Safety

Contact information:
Phone: 503-594-1698
Email: Phillip.zerzan@clackamas.edu
Campus Location: Barlow Hall Room 236

Budget:
$950,000

Who we are:
A director, a manager, and 5.5 college safety officers.
- Manager: Pete Kandratief
- College safety officers:
  - Tatevik Ambaryan
  - Brian Azule
  - Tim Cato
  - Steve Holliman
  - Alce Irby (.5)
  - Fred Tiah

Also, Bill Garland, an Oregon City Police Department College Resource Officer (CRO) who is a sworn police officer assigned to and funded by the college. This position serves on both the Threat Assessment Team (TAT) and the Coordination, Assessment, Response, Education (CARE) Team. College Safety officers operate without special police authority and provide a visible uniformed presence while functioning as first responders.

What we do:
We provide public safety services across three campuses including patrol, response and outreach. We work in strong collaboration with student services and community partners, including active participation in CARE and TAT. Community partners include the Oregon City Police Department, the Clackamas County Sheriff’s Office and Clackamas County Disaster Management. College Safety offers training in dealing with difficult situations and the CRO provides active shooter response training. All College Safety officers are trained and equipped for trauma response and are trained in critical incident response.

Initiatives:
- Strengthen relationship and function of BIT/CARE – Clarify the role of College Safety as “student services” first responders to work collaboratively to assist students experiencing barriers to success including mental health issues and societal issues such as crime. This includes participating with student services and counseling to define this role, as well as improve the communication flow and accessibility of the CARE Team.
- Access control – Work with ITS partners and College Services to develop and implement a single-source access control platform.
• College Safety implemented and chairs the colleges Threat Assessment Team, which is a multi-disciplinary team including student services, associate deans and counseling. This team conducts Level 1 assessments and is connected to the Clackamas Student Threat Assessment Team for Level 2 assessments.

**Recent milestone/successes:**

• Functioning Threat Assessment Team Align officer scheduling with student presence across all three campuses
• New emergency notification system
• Upgraded college radio system

**Significant challenges/issues:**

• Lack of centralized answering point and dispatch
• Significantly under resourced. There is an identified staffing gap utilizing a baseline level of service (e.g., all campuses to have a College Safety officer on duty and on-site when classes are in session)
**Name:** Bob Cochran  
**Title:** Dean of Campus Services

**Contact information:**  
Phone: 503-594-6790 (desk), 503-969-1815 (cell)  
Email: bobc@clackamas.edu  
Campus location: Lewelling Building

---

**Departments in division:**  
- Maintenance  
- Grounds  
- Custodial  
- Plant engineering  
- Environmental health and safety  
- Mailroom/shipping and receiving  
- Duplication

**Budget:**  
Campus services: $3,540,000  
Custodial: $1,338,000  
Mailroom: $203,400  
Duplication $147,000  
Environmental health and safety: $220,300

**Who we are:**  
The Dean of Campus Services oversees all elements of the physical campus including maintenance, grounds, custodial and plant engineering. Included in this department are the environmental health and safety, duplication and mailroom departments. The position also oversees annual and bond-related capital expenditures. Annual capital expenditures are estimated at about $500,000 to $1,000,000 per year and capital bond expenditures are estimated at $137 million over six years.

---

**What we do:**  
The Campus Services Department is made up of a group of highly skilled employees who maintain the college's buildings, grounds, HVAC and electrical systems. The current staffing level includes the director, six maintenance staff, three groundskeepers and four plant engineers. One maintenance worker is currently working full time as a bond employee (inspection). Mailroom, duplication and environmental health and safety each has one employee. Administrative support includes an administrative coordinator and a special projects manager.

---

**What we do:**  
This position provides the overall leadership for the Campus Services Department and the various auxiliary departments located within Campus Services.  
- Oversees and provides direction, planning and supervision of assigned resources  
- Implements and provides direction for the development and implementation of programs, policies and procedures related to the construction, maintenance, remodeling and repair of campus buildings, grounds and utility systems  
- Provides direction to a variety of auxiliary services, including environmental health and safety, duplication, warehouse/deliveries and motor pool  
- Prioritizes facility work requests in a way that best serves the interest of the college and meets student and staffing needs
• Keep facilities and grounds at high and industry standards
• Minor remodels of spaces to better meet needs of staff and students

**Current projects:**

- A significant amount of time is being utilized directly or indirectly with the bond capital work
- Renovation of the main men’s and women’s restrooms in Community Center
- Remodeling second floor of Randall Hall to convert space into a wrestling practice room
- Expansion of the maintenance yard to accommodate growth

**Goals/priorities:**

The goal is to create and maintain a physical environment conducive to the learning process within the buildings and grounds of Clackamas Community College. Respond to and complete all facilities work orders in a timely manner, ensuring the facilities are properly maintained to a high standard.

**2014 bond projects:**

The bond capital projects, as part of the 2014 Bond Initiative, create an exciting time for the college. Projects include:

**Major projects**
- Harmony West – opened January 2018
- Industrial Technology Center – completion June 2018
- DeJardin/Pauling Science Expansion – anticipated completion spring 2019
- Student Services/Community Commons – anticipated completion 2021

**Minor projects and deferred maintenance**
- Title IX locker room upgrades
- Elevation upgrades (3)
- Roofing replacements (7)
- Electrical and water upgrades
- Barlow automotive upgrades (2018)
- Wrestling room renovations (2018)
- IT and security updates
- Randall Hall seismic upgrades
Name: Lloyd Helm  
Title: Director of Campus Services

Contact information:  
Phone: 503-594-6787  
Email: Lloyd.Helm@clackamas.edu  
Campus location: Lewelling Building

Departments:  
• Maintenance  
• Grounds  
• Custodial  
• Plant Engineering

Budget:  
$3,540,000

Who we are:  
The Campus Services Department is made up of a group of highly skilled employees that maintains the college’s buildings, grounds, HVAC and electrical system. The goal is to create and maintain a physical environment conducive to the learning process. The current staffing level includes the director, six maintenance staff, three grounds keepers, and four plant engineers. One maintenance worker is currently working full time as a bond employee (inspection).

What we do:  
• Prioritize facility work requests in a way that best serves the interest of the college and meets student and staffing needs  
• Keep facilities and grounds at high and industry standards  
• Minor remodels of spaces to better meet needs of staff and students

Current projects:  
• A significant amount of time is being utilized directly or indirectly with the bond capital work  
• Renovating the main men’s and woman’s restrooms in Community Center  
• Remodeling second floor of Randall Hall to convert this space into a wrestling practice room  
• Expansion of the maintenance yard to accommodate growth

Goals/priorities:  
The goal is to create and maintain a physical environment conducive to the learning process within the buildings and grounds of Clackamas Community College. Respond to and complete all Facilities Work Orders in a timely manner, ensuring the facilities are properly maintained to a high standard.
Custodial Services

Name: Kelly Montgomery
Title: Custodial Manager
Contact information:
Phone: 503-594-6794
Email: kelly.montgomery@clackamas.edu
Campus location: Barlow Hall 101

Budget:
$1,338,000

Who we are:
Custodial Services is a group of individuals (18 full time, four part time, one supervisor and one manager) committed to offering customer service in the hospitality/housekeeping area. The custodial team works to ensure that campuses are clean, healthy, safe and inviting for students, faculty, staff and visitors.

What we do:
• We provide daily cleaning of classrooms, offices, restrooms and circulation spaces. This includes the refinishing of hard floor surfaces, carpets and window cleaning, as well as graffiti removal services as needed.
• The department responds to facility work orders that are directed at custodial services, including responsive cleaning for unexpected situations.
• The Custodial Department also facilitates event setup/takedown at the Oregon City campus.

Current projects:
Develop a comprehensive custodial policies and procedures manual to be completed fall term 2018.

Goals/priorities:
• Incorporating monthly ATP metered (bacteria) and visual inspections into our custodial means of assessment.
• Develop a college-wide survey on customer satisfaction.

Recent milestone/successes:
The custodial supervisor recently completed the CCC’s Leadership Academy.

Significant challenges/issues:
The most significant challenge that we face as a group is having adequate leadership coverage during all shifts. Custodial staffing includes 24-hour-on-campus-presence Monday-Friday, 24-presence Saturdays, and 18-hour presence Sundays. We currently have a custodial manager, evening custodial supervisor (new position created in 2017) and a daytime and nighttime custodial team lead. Weekend lead position is currently vacant.
Human Resources, Payroll and Title IX

Name: Patricia Anderson Wieck  
Title: Dean of Human Resources, Title IX Coordinator  
Contact information:  
Phone: 503-594-3300  
Email: patricia.anderson@clackamas.edu  
Campus location: Barlow Hall 204

Name: Vicki Hedges  
Title: Director of Human Resources Operations  
Contact information:  
Phone: 503-594-3087  
Email: vickidu@clackamas.edu  
Campus location: Barlow Hall B204

Contact information:  
Aldene Sumic  
Title: Human Resources Business Partner  
Phone: 503-594-3301  
Email: aldene.sumic@clackamas.edu  
Campus location: Barlow Hall B204

Chris Smith  
Title: Compliance Specialist  
Phone: 503-594-3302  
Email: chris.smith@clackamas.edu

Michelle Dodgion  
Title: Payroll Accountant  
Phone: 503-594-3092  
Email: mdodgion@clackamas.edu  
Campus location: Barlow Hall 204

Rachael Lindsay  
Title: Human Resource Business Partner  
Phone: 503-594-3304  
Email: rachael.lindsay@clackamas.edu  
Campus Location: Barlow Hall B204

Vanessa Vicente  
Title: Human Resources Coordinator  
Phone: 503-594-3248  
Email: vanessa.vicente@clackamas.edu  
Campus Location: Barlow Hall 204
Departments in division:

- Human Resources
- Payroll
- Title VI
- Title IX

Budget:

$1,000,000

Who we are:

Human Resources, Payroll and Title IX

What we do:

Our strategy: Partnership. We are developers and deliverers of innovative human resources programs and services designed to support the mission of the college.

Our core business: People. We do talent acquisition and retention, employee relations, organizational and employee development, compensation and benefits, employee recognition, payroll, information management, compliance and related risk management.

Our core promise: People and partnership.

Our significant extra-curricular activity: Title IX and Title VI administration and related risk management

Goals/priorities:

- Proactively partner with college leaders to anticipate and plan staffing needs, onboard, engage and retain employees
- Serve the college as subject matter experts in human resources and payroll and be trusted advisors to employees
- Manage and mitigate risk
- Provide professional development and training opportunities to employees.
- Integrate a diversity lens into all relevant human resources processes

Current projects and initiatives:

- Promoting training to college leaders
- Partnering with college association representatives to make recommendations for college-wide mentoring program
- Identifying and prioritizing documentation of workflow processes and gather data to establish service level agreements (SLAs)
- Developing and documenting a robust talent acquisition process for all employee classifications
- Facilitating the provision and continuation of advocacy services to staff and students
- Facilitating compensation study to ensure alignment with Oregon’s pay equity law
- Working to strengthen engagement activities, including onboarding and stay interviews
- Partnering with Full-time Faculty Association to review and improve professional development programs
- Implementing online onboarding program for all employee classifications

Recent milestones/successes:

- Implementation of:
  - Electronic performance evaluations for administrative and classified employees
  - Human Services Service Desk (online ticketing software)
  - Employee onboard program, which includes
    - Employee passport, which allows employees to experience the walk of students
    - New employee orientation for all employee classifications
    - Mandatory risk management training for all new employees
    - Mandatory online policy review for all new employees
  - Employee-to-employee recognition program (Cougar Shout-Out)
  - Expanded online trainings, which include:
    - Sexual conduct
    - Bias awareness
    - Diversity awareness
    - Safety in the workplace
• Development of a robust, compliant Title IX program to include:
  – Multimedia communication program
  – Foundational climate survey and data platform
  – Enhanced policy and process documentation
  – College-wide resource documents
  – Access to a full-time sexual assault campus/community advocate (this model is the first of its kind in an Oregon community college)

• 5 percent annual savings on liability insurance (approximately $15,000/year)

• $0 spent on liability insurance premiums due to pre-loss risk assessment

• Facilitation of deliberate leadership training
  – Leadership training - since 2016, at least 50 percent of new college leaders have accessed training through the Leadership Academy

• Reduction of complaints and grievances due to stronger employee relations and payroll practices
  – Only two sustained grievances in the last four years

**Significant challenges/issues:**

• Forming of a new Human Resources team requires more deliberate coordination to keep on track with goal achievement

• Limited personnel and HR budgetary resources
  – Example: One payroll accountant for all payroll functions

• Management of stakeholder expectations

• Engaging leaders in individual and college training and development initiatives due to their own workload
Name: Dion Baird
Title: CIO/Dean of ITS
Contact information:
Phone: 503-594-0760
Email: dion.baird@clackamas.edu
Campus location: Barlow Hall 106

Departments in division:
• Service Desk
• Enterprise Services

Budget:
2017-18
• General Fund (11) - $3,016,385
• Student Tech Fund (33) - $1,142,144
• Technology Infrastructure and Software Implementation Fund (79) - $2,700,000
• Staff Computer Replacement Fund (29) - $239,433

Who we are:
The Chief Information Officer provides strategy, vision and leadership in the development and implementation of the college-wide information technology program. The CIO also provides strategic planning and supervision of the college’s information technology resources and usage. Finally, the CIO manages multiple budgets and assigned resources to ensure appropriate integration of emerging technologies.

What we do:
ITS supports technology to deliver Clackamas Community College initiatives and meet CCC’s technology needs in support of the college’s mission to foster excellence for every learner through innovation, collaboration, leadership and service.

Current projects:
• Portal upgrade for staff and students
• Bond projects – planning appropriate infrastructure for campus and new buildings
• Navigate implementation
• Data warehouse
• Building internal and external service level agreements (SLAs)
• Virtual desktop infrastructure (VDI)
• Developing LEAN methodologies for Service Desk support
• Work with Vice President of College Services on strategic projects across campus

Goals/priorities:
To steadily and continually improve customer service and decrease information technology costs while insuring ITS staff have a working environment that lends itself strongly to personal and professional development.
Initiatives:

- **VDI**: Virtual desktop infrastructure as a replacement for desktop PCs for student labs and staff/faculty workstations. Currently it costs $2 million every five years to replace the almost 2,000 PCs that CCC has, which is not fiscally sustainable. VDI brings the cost down by about 50 percent in the first five years and increases the savings over a 10-year period, saving approximately $2.6 million. Additionally, VDI allows computer labs to become multipurpose computer labs by being able to load multiple images that correspond to different classes.

- **Portal**: The current staff/student portal is based on legacy technology that does not work well with modern applications. ITS will build and replace the current portal with modern and flexible technology that will work well with new applications and give students and staff a better portal experience.

- **SLA development**: Service level agreements set clear expectations, which result in less misunderstanding and better customer service. ITS will develop service level agreements so our customers know what level of service to expect. SLAs will also include ITS expectations from our customers.

- **Guided pathways**: ITS is working with EAB and the instructional side of the house on guided pathways to ensure a smooth implementation for the Navigate product.

**Recent milestone/successes:**

- Putting ITS projects and resource allocation into a graphical view that is readily available for college leadership to see
- Reorganization of ITS into two departments: the Service Desk and Enterprise Services
- Successful implementation of VDI to replace 200 computer lab PCs, including the new computer labs at Harmony West

**Significant challenges/issues:**

It is a continual challenge/issue to provide the level of service that the college wants, with the level of staffing that currently exists in ITS. The CIO’s approach to mitigating this is twofold: lower the level of administration needed to feed and care for the technology, and shift cost savings to increase staffing where needed.
Name: Dave Gates
Title: Director of Enterprise Services

Contact information:
Phone: 503-594-0748
Email: dave.gates@clackamas.edu
Campus location: Barlow Hall 103

Budget:
N/A (See ITS budget)

Who we are:
ITS Enterprise Services is responsible for operations and maintenance of all ITS systems that affect the entire college.

What we do:
Support technology to deliver Clackamas Community College initiatives and meet CCC’s technology needs in support of the college’s mission to foster excellence for every learner through innovation, collaboration, leadership and service. Oversee software development, Enterprise Resource Planning (ERP) systems (Colleague), SQL development, wired and wireless networks, data center architecture, administration, security and support of those who use Clackamas Community College IT services.

Current projects:
• Replace the employee and student portals (myClackamas)
• IT infrastructure for all new bond construction projects
• Legacy server migrations
• Data warehouse development
• Update Harmony East network equipment to current standard
• Support for strategic priorities such as Navigate and Elevate

Goals/priorities:
To continuously improve the state of information technology at CCC by increasing maturity level through the use of project management principles and techniques.

Initiatives:
Establish Service Level Agreements (SLAs). We do not have published standards to measure acceptable performance on resolving tickets. Establishing these SLAs can be complicated and must be measurable, which requires creating systems to track and report adherence to the standard.
Recent milestone/successes:

- **Harmony West**: Installed all wired and wireless network systems ahead of schedule.

- **Emergency notification**: Worked closely with the PIO to develop a next generation emergency notification system. The single-pane-of-glass concept makes it possible for the PIO to interface with numerous backend systems using one simple user interface in an intuitive manner. During a crisis, it is critical to be able to get messaging out quickly using a diverse set of underlying technologies.

- **Wi-Fi upgrade**: Completely redesigned and installed a $500,000 state-of-the-art wireless system. The old system was fragmented and unreliable. This bond project replaced the old system with new equipment and blended some existing equipment into a fully integrated Wi-Fi infrastructure with dense coverage across all three campuses.

Significant challenges/issues:

One issue we constantly struggle with is balancing project requests with available resources in a timeframe that meets needs and expectations of the campus community. We have made huge strides in this area by implementing improved tracking systems and broadly sharing resource availability with decision makers. This provides transparency and allows better communication of expectations. While improvements have been achieved, we continue to receive requests we cannot accommodate in a timely manner due to staffing limitations. This can prompt departments to seek outside vendor support for new systems. These usually require ITS integration support despite assurances from the vendor to the contrary that consumes unbudgeted ITS personnel resources. This continues to be an ongoing struggle.
**ITS Service Desk**

**Name:** Larry Rosenberg  
**Title:** Service Desk Manager

**Contact information:**  
Phone: 503-594-0755  
Email: larry.rosenberg@clackamas.edu  
Campus location: Barlow Hall 104

---

**Budget:**
N/A (See ITS budget)

---

**Who we are:**
ITS Service Desk provides tier 1 and 2 technical support/desktop management for all faculty, staff, and lab computer systems.

---

**What we do:**
The IT Service Desk is intended to be a primary point of engagement between users and an IT organization. The IT Service Desk typically has a broad scope and is designed to provide the user with a single place to go for all their IT needs. This results in the service desk playing a pivotal role in facilitating the integration of college processes with the technology ecosystem and broader service management infrastructure. Our service desk manages incidents and service requests and handles user communications for things like outages and planned changes to services.

**What we support:**
The ITS Service Desk staff of 6 technicians currently supports:
- Classroom technology for over 180 classrooms
- 1900+ Computers (staff, faculty, student labs)
- Approximately 800 telephones
- Dozens of different software titles

---

**Current projects:**
- Classroom technology upgrades
- Windows 10 migration
- Implementing new standards and procedures
- Computer lab conversion to VDI
- Planning with contractors for new classrooms being constructed

---

**Goals/priorities:**
- To continue to improve on all aspects of the Service Desk.
- To find ways to make our operation more efficient.

---

**Initiatives:**
- Establish Service Level Agreements (SLAs) internally between ITS departments, and then externally with other customers across campus
- Design and implement a knowledge base that is designed to be used by ITS techs, and also other CCC customers
- Develop regular trainings on classroom technology for those interested, and look at other trainings that could be offered
- Create standards for technology purchases
Recent milestone/successes:

• Harmony West: Desktop moves/installs, Podium installs, and assignment of full-time technician

Significant challenges/issues:

• There is always a challenge of adhering to standards (equipment, policy), and keeping the customer happy/informed.
• Communication can be challenging at CCC.
• There is an issue of the importance of training current/new instructors on the new technology if applicable in the classrooms, so as to limit the number of issues we have in those rooms.
4 Institutional Advancement
Institutional Advancement

Name: Paul Moredock
Title: Associate Vice President, Institutional Advancement & Executive Director, CCC Foundation

Contact Information:
Phone: 503-594-6186
Email: paulm@clackamas.edu
Campus location: Barlow Hall 108d

Departments in division:
- College Relations and Marketing
- CCC Foundation

Budget:
Approximately $2.8 million

Who we are:
Institutional Advancement is a relatively new focus for the college. The primary mission is to communicate internally and to the community about the mission, vision and value the college brings to students and community members. This is done through marketing, communications and public/government relations.

What we do:
The Foundation raises money for student, faculty and program support. It is a separate not-for-profit corporation with a board of directors. The Foundation includes the Clackamas Repertory Theatre. Last year, the Foundation raised more than $1.8 million, and we currently have assets in excess of $18.2 million.

College Relations and Marketing creates and communicates the message of the college through print and new media, including website, digital monitors, smartphones, etc.

We lead institutional branding, oversee college government affairs/public relations, advertising and marketing communications.

Current projects:
Assigning new Associate Vice President of Institutional Advancement and transitioning him into his expanded responsibilities.

Goals/priorities/initiatives:
- Presidential transition: outgoing/incoming
- Strategic enrollment management: How can College Relations and Marketing help?
- Bond project communication/engagement and government relations
- Guided pathways: enhancing the student experience
- Website: Ongoing user needs and strategies
- Community engagement: building community stakeholders
Recent milestone/successes:
The AVP of Institutional Advancement is a role that has been vacant since 2016. Anticipating the needs of the new president of CCC, the role was filled by Paul Moredock, who oversees both College Relations and Marketing and the Foundation. He will implement collaborative and organized initiatives between the two departments.

Significant challenges/issues:
Creating useful and meaningful tools to communicate the value and importance of our programs
- Implementing a strategy that supports the goals of student enrollment, retention and completion
- Helping the college create a compelling case for all community members to support Clackamas Community College in whatever way they can
Name:  Currently Open

Title:  Executive Director, Marketing and Strategic Communications

This position is under review by the AVP for restructure and internal reorganization within the college relations and marketing area, subject to Dr. Cook’s input, and in consultation with the executive team. In the interim, the department is organized under two leads, as indicated below.

**Budget:**
$1,101,957

**Who we are:**

College Relations
Lori Hall – PIO
  • Jenelle Vader – community relations coordinator
  • Justin Montgomery – senior marketing and communications specialist
  • Kirk Fryrear – web design and digital media
  • Kimberly Crane: web content lead/digital marketing specialist (start date 5/15/2018)

Creative Services
Kevin Anspach – creative lead/brand manager
  • Lenda Black – publications coordinator
  • Diane Angelo – graphic designer

**What we do:**
We communicate and market programs and services to students and the community. Our actions support recruitment, retention and completion. We strive to build relationships with community members to encourage support, awareness and advocacy for the college. We lead institutional branding, oversee college government affairs/public relations, advertising and marketing communications.

Our work fulfills the core themes and strategic priorities in the following areas:
  • Academic Transfer – retention strategies
  • Lifelong Learning – personal development and enrichment
  • Guided Pathways – attract prospective students
  • Financial Stability – communicate with authenticity and transparency
  • Career Technical Education – promote partnerships
  • College Readiness – support center, welcome center, tours and events

Our key stakeholders are:
  • External: prospective students, business partners, taxpayers, elected officials
  • Internal: students, faculty, staff, Board of Education

How do we know if we are successful? Success includes community awareness of college activities, passing bonds, increasing enrollment, higher student retention, high level of satisfaction among departments and campus community and achieving our annual goals.
**Current projects:**

- Website optimization
- Designing marketing materials in print and electronic form
  - Conducting recruitment/retention marketing campaigns
  - Facilitating bond construction communications
  - Developing community relationships

**Goals/priorities:**

Implement measurable student recruitment and retention campaigns; lead community outreach efforts to build relationships with key external stakeholders; maintain the website and social media channels as primary tools to communicate with prospective students and key external stakeholders.

**Initiatives:**

- Move marketing from a heavy reliance on print to digital technology
- Help drive the strategic enrollment management plan
- Communicate with existing students to increase satisfaction of college experience
- Instill a professional standard to materials and internal communications and reinforce college branding

**Recent milestone/successes:**

- Redesigned the college website to be mobile optimized and address prospective student needs
- Developed an integrated, functional and professional campus digital signage network
- Collaborated with internal enrollment/outreach teams to reach out to stop-out students and to communicate with prospective students with enrollment messaging campaigns

**Significant challenges/issues:**

- Move schedule and catalog from print to digital: 60 percent of current advertising budget is spent on printing, mailing of five schedules and the annual catalog
- Tracking prospective student leads from inquiry to application and through completion of the enrollment process
Name: Paul Moredock  
Title: Associate Vice President, Institutional Advancement & Executive Director, CCC Foundation

Contact Information:  
Phone: 503-594-6186  
Email: paulm@clackamas.edu  
Campus location: Barlow Hall 108d

Budget:  
$1,783,287

Who we are:  
The CCC Foundation is an outward-facing division that promotes the mission and vision of the college, seeking to attract students, engage the community and raise “friends and funds” for the CCC.

What we do:  
The Foundation raises money for students, faculty and program support. It is a separate not-for-profit corporation with a board of directors. The Foundation includes the Clackamas Repertory Theatre, which also has a board of directors.

Current projects:  
• **Annual giving appeals**: retiree engagement, past scholarship recipients, The President’s Circle  
• **Major giving**: The Joanne Truesdell Military Families Scholarship Endowment, planned giving, president transition  
• **Stewardship**: February was Donor Appreciation Month — handwritten thank you cards and other materials were sent to donors  
• **Events**: Annual Scholarship Reception, Clackamas Repertory Theatre Annual Gala

Goals/priorities/initiatives:  
• **Major gifts**: Solicit major and planned gifts for scholarship and program support.  
• **Alumni**: Engage alumni through various affinity events.  
• **Annual fund**: Refine annual fund strategy, which raised more than $500,000 in 2017  
• **Board development**: Attract influential, innovative and diverse community members to join the Foundation Board of Directors  
• **Stewardship**: Increase donor retention.
Recent milestone/successes:

During the 2016-17 academic year, the Foundation reorganized its employees to better execute specific initiatives. A new role, alumni/annual giving officer, was created to strengthen annual gifts and alumni outreach. A part-time event coordinator position was made permanent to support annual giving strategies. These positions have created additional revenue and, in 2017, they were key factors in a 22 percent increase in fundraising over a five-year average.

Significant challenges/issues:

The Tax Cuts and Jobs Act will have an impact on donors motivated by standard deductions, as those have changed. The Foundation predicts a decline in small gifts in the coming year and has recently focused on major gifts to support this change.
Name: Lori Hall  
Title: Public Information Officer  
Contact Information:  
Phone: 503-594-3162 (work)  
503-360-8780 (cell)  
Email: lori.hall@clackamas.edu  
Campus Location: Barlow Hall 226

Budget: N/A

Who we are:
The Public Information Officer is a public relations specialist who works closely with the president, vice presidents and the CCC Board of Education.

What we do:  
• Plan, coordinate and manage the college’s comprehensive strategic communication initiatives  
• Manage media relations and serve as the college’s official media spokesperson  
• Direct and coordinate crisis communication during emergencies as a member of the college’s incident command team  
• Act as government affairs liaison, overseeing legislative/state lobbying efforts

Current projects:  
• President transition - outgoing/incoming  
• Bond projects communications  
• Navigate implementation  
• Crisis communication  
• Legislative work  
• Various communication plans

Goals/priorities:  
To continually improve communication with students, staff, faculty, government, partners, stakeholders and the community at large.

Initiatives:  
• Student email: This project involves a new task force to audit the emails we send to students. Currently, divisions and departments send emails to students, and we have no idea what messages students are receiving, when they are getting them and who they are from. Also, the college uses several ways to send emails (e.g., Emma, Colleague, Outlook) and we cannot track and analyze data for open rates and successful messaging. The goal is to assess what is currently happening and then make recommendations for a student email policy and procedures.  
• Guided pathways: Continued work with the Guided Pathways Committee to ensure the college community is informed on the progress we are making on implementation as well as develop common language and definitions when talking about guided pathways. This work includes ensuring staff understand what the initiative is and how it impacts them and their positions.
Recent milestone/successes:

- Planned and held the grand opening for Harmony West. We had standing room only and guests included staff, faculty, students, elected officials and community members.

- Implementation of new emergency notification system that allows quick access to email, text, voicemail, computer screens, digital signage and social media from a user-friendly platform. This will increase the number of people we can reach and the speed in which we can message.

- During the 2017 legislative session, we were able to get $16 million in funding for the DeJardin/Pauling Science Expansion and the Student Services/Community Commons. Getting match grants for two projects for a community college is unheard of.

Significant challenges/issues:

A significant issue is trying to break down silos of communication and find mediums of communication that reach the broadest group of people. Perhaps the biggest challenge is effectively and easily communicating with our current student population to keep them informed and engaged, which increases their chance of completion.
5 CCC Purpose, Mission, Core Themes & Code of Ethics
Established in 1966 in Oregon City, Oregon, the goal of Clackamas Community College has always been to provide quality education and training to people in our service district within Clackamas County. We’re proud to say we’ve been accomplishing that goal for more than 50 years. Read more to learn more about the mission and values that guide our decision making.

**Purpose**
Creating lifetime opportunities for success through responsive education.

**Mission**
To serve the people of the college district with high-quality education and training opportunities that are accessible to all students, adaptable to changing needs and accountable to the community we serve.

**Core themes**
Our core themes describe the essential elements of our mission fulfillment.

- **Academic Transfer** - We prepare learners to transition to a four year institutions and attain their goals for further education.
- **Career and Technical Education** - We prepare learners to attain their career goals through programs that reflect the labor market needs of business and industry.
- **Essential Skills** - We prepare learners to attain high school completion, to achieve English language proficiency and to gain college and career readiness skills in mathematics, reading and writing.
- **Lifelong Learning** - We create opportunities for the lifelong professional, cultural and personal development of our community members.

**Code of ethics**
To perform our jobs in a way that fosters personal growth and academic excellence, recognizes the inherent goodness of all people, models personal and academic integrity, respects diversity, and shows concern for the needs and feelings of others.

**Strategic priorities 2016-21**

**College readiness** - Strengthen curricular, instructional, and student services partnerships with high schools in our College’s district to improve readiness for Clackamas Community College.

**Financial sustainability** - Increase institutional resources and capacity in order to better fulfill our mission through:
- Obtaining more grants and donations
- Using existing resources more effectively
- Creating sustainable programs, services and partnerships
- Preserving public trust through responsible and transparent fiscal operations

**Academic innovation and relevance** - Continue to create an overall portfolio of high-quality, relevant, innovative and evidence-based instructional methods, programs, environments and models in order to better serve our students and community.

**Guided pathways** - Degree- and certificate-seeking students will have clearly articulated guided educational and career pathways based on each student’s stated intent.
6 Organization Charts
Executive Team
Academic Foundations & Connections
Connections with Business and Industry
Institutional Effectiveness & Planning
Business Services
College Safety
Campus Services

Dean, Campus Services
Cochran, Bob

Director, Campus Services
Helm, Lloyd

Custodial Manager
Montgomery, Kelly
Human Resources and Payroll
7 Shared Governance
### Shared Governance Principles

<table>
<thead>
<tr>
<th>Transparency</th>
<th>Inclusion</th>
<th>Responsibility</th>
<th>Consensus</th>
<th>Communication</th>
<th>Continuous Improvement</th>
</tr>
</thead>
<tbody>
<tr>
<td>All understand what is covered by Shared Governance</td>
<td>Who should be involved/represented?</td>
<td>Remain ethically engaged</td>
<td>Distinguished from unanimity</td>
<td>Must be open, inclusive, accurate and timely. Responsibility for these standards is universal</td>
<td>A reflective process with metrics</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Why we engage</th>
<th>Who is engaged</th>
<th>How we engage</th>
<th>How we move items forward</th>
<th>How we communicate during the process. (e.g. input, recommendation, decision, implementation)</th>
<th>Upon Review</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organizational and policy decisions that result in a rule, guideline, process, procedure, or plan.</td>
<td>• Those affected by the decision</td>
<td>• Engage in active and continuous communication with constituents</td>
<td>• All who should be involved or represented have been</td>
<td>Channels include:</td>
<td>• Was the process open?</td>
</tr>
<tr>
<td>• Instructional policies</td>
<td>• Those with the necessary background and expertise</td>
<td>• Come to meetings prepared</td>
<td>• Due diligence has been exercised</td>
<td>• Association meetings</td>
<td>• Were the right people involved?</td>
</tr>
<tr>
<td>• Registration and other student service procedures</td>
<td>• Those ultimately responsible for making the decision</td>
<td>• Actively participate in discussions</td>
<td>• Critical issues have been aired</td>
<td>• Department chair meetings</td>
<td>• Was the decision widely anticipated?</td>
</tr>
<tr>
<td>• Administrative Regulations</td>
<td>• Those responsible for implementing the decision</td>
<td>• Accurately represent the concerns of constituents</td>
<td>• The process can go forward</td>
<td>• Committees</td>
<td>• Any unintended consequences?</td>
</tr>
<tr>
<td>• Academic Regulations</td>
<td></td>
<td></td>
<td></td>
<td>• Informal conversations</td>
<td>• Were there pockets of no or misinformation?</td>
</tr>
<tr>
<td>• Implementation of new programs and processes</td>
<td></td>
<td></td>
<td></td>
<td>• Document sharing</td>
<td></td>
</tr>
<tr>
<td>• Implementation of legal mandates</td>
<td></td>
<td></td>
<td></td>
<td>• Events</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>• President's message</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>• Other communications</td>
<td></td>
</tr>
</tbody>
</table>

**REV. 9/2017**
Our Commitment

Individual Staff and Students lie at the heart of the entire decision-making process. The relationship between the college and these individuals provides the institution’s essential purpose: to provide quality education to students and support for staff.

Decision-Making at the College

Each of us is connected to the college’s information-sharing and decision-making network on several levels, beginning with our own departmental work group. We meet regularly within our departments to gather input, consider ideas, plan, and in some cases make decisions pertaining to our own area of operation. When issues arise they are resolved directly whenever possible, or else referred with recommendations to our division dean or appropriate council for review.

We can also enter into the decision-making process through CCC’s college-wide network of councils, committees and taskforces. These groups are organized to promote free information sharing and gather the widest possible input from across the college community. Community input—through the Board of Education, the College Foundation, and committees that advise—is also an integral part of the college decision-making process at all levels. By drawing upon our collective strengths and engaging the community, we continue to provide quality education accessible to all students, adapt to changing needs, and remain accountable to the community we serve.
Councils serve a primary purpose of hearing issues and information across the college and may have decision-making/approval authority for committees coming to/reporting to them. Councils also consider recommendations by committees, review the status of the college’s institutional effectiveness measures and strategic plans, and examine other internal and external information. Based on these reviews and analyses, Councils may influence the college’s strategic priorities, develop a list of critical issues for future monitoring, and identify next year’s strategic focus.

**Executive Council**

Executive Council is a sub-group of the Presidents’ Council, which meets weekly to resolve matters related to legal, personnel and collective bargaining issues; to frame and focus issues for Presidents’ Council, the Board of Education, and other college groups; and to make decisions where immediate action is required.

Membership includes the president, vice presidents, the dean of human resources and associate vice president of institutional advancement.

**Presidents’ Council**

Presidents’ Council coordinates college-wide planning and communication, considers goals and strategic priorities, and makes final policy recommendations to the Board of Education. PC works closely with the Budget Advisory Group for general budget guidelines and strategic planning related to financial matters.

As Presidents’ Council receives regular updates, information items and items for approval through College Council, it cedes to that entity to ensure that all committees regularly review their charge, assign rotating slots and set terms to insure a broader representation and diversify committees.

Membership includes president, vice presidents, association leaders, the public information officer (PIO) and the chair of College Council.

**College Council**

College Council addresses operational issues across the college, hears committee reports, provides updates from other college-wide meetings and serves as a forum for discussion of major college issues as they arise. As a general rule, those matters that would impact more than one department or division of the college are heard and approved by College Council. College Council is an important vehicle for college-wide communication and information dissemination.

College Council maintains close connection with standing committees, internal advisory committees, task forces and department chairs. Each committee chair and department chair has the responsibility for reporting to College Council on matters that would impact more than one department or division of the college. College Council also has the role of clarifying the role of each committee and asking for periodic reports from committee chairs.

Membership includes deans, association representatives, two representatives from each division, and all other interested parties.
Committees

College-wide committees address college-wide issues and report to the College Council, which refers certain issues to Presidents’ Council. Clackamas Community College stresses the importance of involving representatives from all constituencies—Full-Time Faculty, Part-Time Faculty, Classified Staff, Exempt Staff, and Student Body (as appropriate)—to the extent possible, drawing upon the diversity of talents and perspectives embodied in the college community.

There are several committees that require the emphasis of faculty involvement and thus have a majority membership of full-time faculty (as noted below by the *). The eight (8) committees at CCC are:

- Curriculum Committee*
- Access, Retention and Completion (ARC) Committee
- Instructional Standards and Procedures (ISP) Committee*
- Campus Use and Development Committee (CUDC)
- Cultural Arts Committee
- Accreditation Committee
- Assessment Committee*
- Information Technology Oversight Committee (ITOC) (within Education Resources & Student Technology (ERnST) subcommittee*)

Sub-Committees

A subcommittee is created when there is significant overlap in the type of work of the larger group, yet there are reasons for people to work on different, though related, tasks. In such cases, the creation of two committees is required, whereby one will become a subcommittee of a parent committee. A subcommittee works on specific tasks and pieces of a larger committee’s work.

Membership consists of a secondary group or subdivision of the main committee.

As a commitment to ensure consistency with larger committee and sub-committee goals, all sub-committees and committees are recommended to meet each quarter or at least once a year.

Leadership: All committees have a chair. Duties of the committee chair include:

- Manage the committee’s charge;
- Ensure the minutes are taken and posted;
- Maintain the meeting schedule;
- Ensure representation from constituencies working with associations and deans (Classified, Exempt, Full-Time Faculty, Part-time Faculty, and Students);
- Assign rotating terms/slots; and
- Ensure that each committee member is involved in the decision-making process.

Membership: All staff are encouraged to express interest in committee participation to their departments and associations. Most positions on these committees rotate membership every three years, and additional rotating terms are assigned as needed.

Length of Membership: A term of a committee member shall be on a 3-year rotation or defined within the committee’s description/by-laws. Committee membership shall be reported annually to College Council that includes the members name, title, constituency they are representing, and end of term date for each member.

Reporting: Committees report out to College Council both progress and completion results as the committee deems valuable or upon request. Because College Council is a place where ideas and activities are shared and considered by the college community, committees may be asked to report back after sharing information and hearing suggestions and feedback, and may even go on to report to Presidents’ Council as recommended by the chair of College Council.

Last Updated: 8/24/16
Committees shall also report to College Council annually. The annual report, both in person and via template (see appendix A), shall include the following:

• Membership
• Scope of work since previous report
• Goal/projects of committee for up-coming year

**Website Management:** Each committee shall have a webpage on the CCC website. The webpage will be updated annually with the following information:

• On a regular basis:
  – Meeting agendas and associated documents
  – Meeting minutes

• On an annual basis:
  – Membership, mission/charge, and rotations (if changes)
  – Subcommittees, if applicable, and how the work is reported to and/or connected to the Committee work

Last Updated: 8/24/16
Establishing a New Council, Committee & Chair:

As the college continues to develop new or changing systems related to the strategic priorities and/or other mandates, new committees may arise or be needed. Additionally, as there are required changes to any of these structures we should also request to make such changes.

How to Request a Committee (see Appendix B):

- Interest Group Forms.
- Interest Group can inform key administrator and/or develop a charter if interested in committee status.
- Test #1 – Does interest/work cut across the entire college?
  - If answer is no, it becomes a workgroup.
  - If answer is yes, continue to test #2.
- Test #2 – Does work relate to current college function or priority?
  - If answer is no, it becomes a workgroup.
  - If answer is yes, continue to test #3.
- Test #3 – Is work already related or subordinate to another committee?
  - If answer is no, takes to College Council.
  - If answer is yes, it becomes a subcommittee or advisory group.
- Presents at College Council.
- Presents at Presidents’ Council.
How to Make Changes to a Committee:

If there is desire to change the charter, scope, or purpose of a committee, the chair will redevelop the charter for submission and review by College Council. It shall be heard twice, and then moved to Presidents’ Council for formal approval.
How to Select or Nominate a Chair:

- For Executive Council and Presidents’ Council the presiding (chair) member is the President of the College.
- For College Council each year a new chair is selected from any of the persons at the college with the title of dean.
- For Instructional Standards and Procedures (ISP) any of the instruction and student services deans may serve as chair. This role is rotated amongst their membership.
- For Curriculum Committee the dean of curriculum, planning and research (CPR) shall serve as the oversight administrator and advisor. The chair is nominated from amongst the faculty membership and serves a two year term.
- For the Access, Retention and Completion (ARC) Committee, either the dean or associate dean of AFaC shall serve as chair.
- For Campus Use and Development Committee (CUDC), the dean of campus services shall serve as the permanent chair of this committee.
- For Information Technology Oversight Committee (ITOC), the dean of IT shall serve as the permanent chair of this committee.
- For the Accreditation Committee, the vice-president of instruction and student services (INSS) shall serve as the permanent chair of this committee.
- For the Assessment Committee, the dean of CPR (ask Bill) shall serve as the oversight administrator and advisor. The assessment coordinator will chair this committee.
- For the Cultural Arts Committee, a chair is nominated and selected from the committee membership on an annual basis.
- For sub-committees, chairs are selected from the sub-committee membership.
- For a task force, a chair is appointed by the creator of the task force.
- For a workgroup, there are no formal appointment procedures.
DEcision-Making and Shared Governance at CCC

Other Decision-Making Structures

Task Force
A task force (ad hoc group, or special committee) is formed to accomplish one time or infrequently occurring tasks that have relatively short completion timelines, generally no longer than one academic year.

Executive Council or Presidents’ Council may establish task forces; or they may emerge within a division as necessary. The initiating group would assign a leadership chair. Membership is determined based on knowledge/expertise related to the specific task. Examples of a task force include College Council Recharge, Learning Center Task Force, and Lean 14.

Workgroup
A workgroup is comprised of individuals coming together to discuss, explore, research, and/or share information about common work, a specific subject of interest to the members, or even possible initiatives. Some workgroups are established related to the functions of an organization and some are established in an impromptu manner as needed by an organization. Workgroups function on an on-going basis as needed related to the task or expected outcome.

Membership is determined by purpose: members may share a common role such as Deans or Department Chairs or members may share a common interest such as Open Education Resources (OERs) or STEM opportunities for students. There may or may not be a chair, as work groups may often function in a shared leadership manner. Outcomes from workgroups may be reported to the assigned work/function area, to a committee or to the area supervisor. Examples of workgroups include ISS Deans, Joint Deans, Department Meetings, SWAG, or Key Users.

Internal Advisory Group (not related to external Program Advisory Groups)
An advisory group is formed to guide a committee, person, office, or function. An internal advisory group reports to a committee, and in some cases, a Vice President, Dean, or Director. Advisory groups will normally represent all appropriate constituencies and link with other committee/groups as necessary. Functions and outcomes will vary depending on each group’s charge. The forming party will assign or identify an appropriate chair, if necessary. Membership does not necessarily have assigned/rotating slots. The advisory group chair will be responsible for managing the charge and membership. Examples of advisory groups include Scholarship, Financial Aid and Insurance.

Internal/Department Work or Advisory Groups
There are also a variety of internal/external working groups that may arise within departments or divisions that may not need to access the guidelines contained within this website. This categorization and the definition of the groups as mentioned above does not preclude any of those groups from forming.
Duties of the College Council Chair

The primary considerations for the chair include:

- Access and understanding of the broad concerns of the college.
- Appropriate representative voice.
- Power to decide to delay or ask for more information.

The duties of the chair include:

- The College Council Chair is accountable to Presidents’ Council.
- Outreach to all committees for chair and members (in early fall).
  - Ensure all committee’s membership is set.
  - Ensure committee chairs are set.
  - Ensure all members understand their role on committees.
- Identification of appropriate minute-taker (most likely the dean’s administrative person).
- Review of responsibilities with each chair of a committee.
- Set bi-weekly agenda.
- Determine items that should be held over for President’s Council review.
- Ensure that appropriate discourse is followed and encouraged with an emphasis on development of understanding, and then consensus.
- Ensure that summaries/minutes are completed in a timely manner and made available to the larger college.
- If a small or non-representative attendance occurs, ensure that items are reviewed appropriately by all constituencies outside of the council meetings. If this is not possible, then hold over items for further consideration at another council meeting.
Responsibilities of Director of Student Life and Engagement:

• Identify student ASG representatives to each of the College’s committees that require students.

• Coordinate with each committee chair to clarify their responsibility to support and engage students in committee participation.

• Attend initial committee meeting with each student representative.

• Ensure student representative understands and produces information related to committee meetings for distribution.
DUTIES OF MEMBERS

Responsibilities of Each Member Related to Participation and Attendance in College Governance Groups:

• Ensure attendance in all meetings (or send a representative).
• Take notes.
• Ensure reporting back to area or department.
### Standing Committee

#### Annual Report to College Council

Clackamas Community College

<table>
<thead>
<tr>
<th><strong>DUE DATE:</strong></th>
<th><strong>Submission Date:</strong></th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th><strong>Year:</strong></th>
<th><strong>Committee Name:</strong></th>
</tr>
</thead>
</table>

| **Committee Chair:** | **Committee Members:** |

| **College Council Liaison:** |

| **Location of Minutes:** |

| **Committee Meeting Schedule:** |

| **Committee Rotation Schedule:** |

| **Charge of Committee:** |

| **Mission Statement of Committee:** |

| **Goals/Objectives for Year:** |

| **Other Issues Dealt With, if applicable:** |

| **Outcomes of Year’s Goals and Objectives:** |

| **Current and Future Issues:** |

Last Updated: 8/24/16
A charter must include the following information:

- **Mission/Charge:**
- **Purpose:**
- **Definitions:**
- **Meeting Schedule:**
- **Scope:**
- **Process:**
- **Relationship to Other Committees:**
- **Membership (include area of representation and length of service):**
Committee Charter

Mission

Click here to enter text.

Purpose

Click here to enter text.

Definitions

Click here to enter text.

Meeting Schedule

Click here to enter text.

Scope

Click here to enter text.

Process

Click here to enter text.

Relationship to Other Committees

Click here to enter text.

Membership

Click here to enter text.
Instructional Standards and Procedures Committee Sample Charter

Mission
The Instructional Standards and Procedures (ISP) Committee is charged with the task of regularly reviewing as well as updating, adding and deleting the Instructional Standards and Procedures of Clackamas Community College. This committee works to maintain a fair and thorough process in the consideration, evaluation and decision-making related to Instructional Standards and Procedures.

Purpose
The Instructional Standards and Procedures Committee is part of the Clackamas Community College shared governance process. Instructional Standards and Procedures provide students and staff with information and procedures related to the students’ overall academic experience in enrollment, coursework, and degree and certificate completion at Clackamas Community College.

Definitions
Standards: rules or principles that are used as a basis for evaluation and judgment

Procedures: established ways of doing something, processes that are followed in a systematic way.

Meeting Schedule
The ISP Committee meets on the second and fourth Friday of each month from 8-9:30AM.

Scope
The ISP Committee is tasked with the following duties and responsibilities:

- Provide input to establish best practices regarding Instructional Standards and Procedures at CCC;
- Inform and consult with students, faculty, administration and enrollment/graduation services staff regarding Instructional Standards and Procedures
- Decide which Standards are priorities and in need of review based on need and a five year review cycle;
- Provide a process for bringing forth new standards
- Determine whether or not a policy should be included in the ISP Manual
- Maintain a list of the current status of all ISPs that includes subcommittee or workgroup assignments and target dates.
- Communicate additions and changes to the ISP Manual with all faculty and staff.
- Bring any new, revised, or deleted ISPs to the attention of College Council for adoption.

**Process**

- Review standards and/or procedures in committee sessions, (new and existing).
- Establish subcommittees for a more focused evaluation
  - Gather input from additional college stakeholders/resources as needed
  - Review any associated legislation or other related external requirements
  - Bring revisions/recommended changes back to the full committee for discussion
  - Incorporate full committee feedback into a draft to submit to College Council
- Take the revised or new standard to College Council (two read minimum)
  - If the standard is approved by College Council it is added to (or removed from) the Manual, if not,
  - It goes back to the Committee for further work and is brought back to College Council for Final Approval.
- When College Council approval occurs, it is added to (or removed from) the ISP Manual
- The new or changed Standard and/or Procedure is published on the ISP website where it can be accessed by the college community
- The new or changed Standard and/or Procedure is shared with faculty and staff by the ISP committee recorder and/or the registrar.

**Relationship to Other Committees**

The ISP committee works in conjunction with the Curriculum Committee and reports to the College Council.

**Membership**

Membership on the ISP Committee shall have broad representation from all academic divisions at the college, and will include faculty, classified, administration and students. Some members will be considered permanent, while others will be on a one or three-year appointment, with membership staggered among the three years for continuity. Members will be appointed to the committee by their Dean. The number and allocation of members are listed in the following table:

<table>
<thead>
<tr>
<th>Area of Representation</th>
<th>Length of Service</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Chairperson</strong></td>
<td></td>
</tr>
<tr>
<td>Dean, Arts &amp; Sciences</td>
<td>Not Applicable</td>
</tr>
</tbody>
</table>

Last Updated: 8/24/16
<table>
<thead>
<tr>
<th><strong>Institutional</strong></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Ex officio member: Vice President of Instruction and Student Services</td>
<td>Permanent</td>
</tr>
<tr>
<td>Dean (or Associate), Arts &amp; Sciences</td>
<td>Permanent</td>
</tr>
<tr>
<td>Dean (or Associate), Academic Foundations and Connections</td>
<td>Permanent</td>
</tr>
<tr>
<td>Dean (or Associate), Technology, Health Occupations and Workforce</td>
<td>Permanent</td>
</tr>
<tr>
<td>Dean, Curriculum, Planning &amp; Research</td>
<td>Permanent</td>
</tr>
<tr>
<td>Curriculum Specialist, Recorder</td>
<td>Permanent</td>
</tr>
<tr>
<td>Registrar or Director of Student Academic Support Services</td>
<td>Permanent</td>
</tr>
<tr>
<td>Evaluations or Advising</td>
<td>Permanent</td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Arts &amp; Sciences</strong></td>
<td></td>
</tr>
<tr>
<td>Art, Music, Communication Studies</td>
<td>3 years</td>
</tr>
<tr>
<td>Social Science or World Languages</td>
<td>3 years</td>
</tr>
<tr>
<td>Science &amp; Engineering</td>
<td>3 years</td>
</tr>
<tr>
<td>Business &amp; Computer Science</td>
<td>3 years</td>
</tr>
<tr>
<td>Horticulture</td>
<td>3 years</td>
</tr>
<tr>
<td>At-Large (Faculty)</td>
<td>3 years</td>
</tr>
<tr>
<td>Academic Foundations and Connections</td>
<td></td>
</tr>
<tr>
<td>------------------------------------------------------</td>
<td>------------</td>
</tr>
<tr>
<td>English</td>
<td>3 years</td>
</tr>
<tr>
<td>Skills Development, ESL/PIE</td>
<td>3 years</td>
</tr>
<tr>
<td>Math</td>
<td>3 years</td>
</tr>
<tr>
<td>At-Large (Faculty)</td>
<td>3 years</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Technology, Health Occupations and Workforce</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Manufacturing, Automotive</td>
<td>3 years</td>
</tr>
<tr>
<td>Health Sciences</td>
<td>3 years</td>
</tr>
<tr>
<td>Criminal Justice, Human Services, Education, Fire Science, Apprenticeship, Customized Training</td>
<td>3 years</td>
</tr>
<tr>
<td>At-Large (Faculty)</td>
<td>3 years</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Other</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Part-time Faculty Rep</td>
<td>Must be employed by the college during term</td>
</tr>
<tr>
<td>Classified Association Rep</td>
<td>2 years</td>
</tr>
<tr>
<td>ASG</td>
<td>1 year (or rotating)</td>
</tr>
</tbody>
</table>
Appendix C – Call for Agenda Items

The next College Council meeting is scheduled for Friday, ____, from 12pm to 1:30pm in CC127. If you have an agenda item and would like to present at this meeting, please reply no later than____ on____, with the following information:

- Presentation Topic
- Presenter(s)
- Discussion/Informational/Action
- Estimated Length of Time
- Presentation Materials in the Form of an Attachment

Also, please answer the following questions in your presentation:

1. Employee suggestions are sought out and used to improve the experience of students
2. There are processes in place for me to be involved in planning and decision-making with my service area/department
3. There is a spirit of teamwork and cooperation at this institution
   - The topic was presented to a broad audience representing appropriate college constituencies. Please comment on this process.
Governance and Decision-Making Flow Chart for CCC

Decisions can be made within committees unless they affect a large part of the college or are potentially contentious. All subcommittees are present at the College Council for information. Items that are approved from committees have a final and formal council meeting at the College Council.

Information is heard and issues deliberated. The chair will ensure that potentially difficult items are considered in RC or EC, and the council will deliberate on the issues. The chair will ensure that potentially difficult items are referred to EC. Primary decision-making body is the college.

Representatives from each key division, department, and entity are present at the College Council meetings. The College Council meets monthly to deliberate on the issues.

The Board oversees the development of programs and policies, the adoption of policies, and budget, and receives reports of the college's activities.
Access, Retention & Completion Committee (ARC)
The Access, Retention and Completion (ARC) Committee is a collaborative effort where representatives from constituent groups across the College prioritize, coordinate and shepherd the multiple projects and tasks derived from Strategic Priorities, Targeted Tasks and Institutional Activities related to Access, Retention and Completion.
Through research, best practice implementation, and student engagement practices, ARC participants, in consultation with the Instructional Standards and Procedures Committee as appropriate, will inform and guide the college regarding institutional priorities and enrollment management practices and policies.

Accreditation Steering Committee
The Accreditation Steering Committee (ASC) educates the college community in the meaning of the accreditation standards and regulations as established by the Northwest Commission on Colleges and Universities and their impact on the college. The ASC guides and engages the college community in drafting documents, meeting deadlines and implementing the accreditation process.

Assessment Committee
The Assessment Committee guides and supports faculty-led academic assessment at CCC and promotes a culture of engagement with teaching and learning.

Campus Use & Development Committee (CUDC)
The CUDC provides direction for the maintenance, modification, construction and use of existing and proposed college buildings, facilities and grounds. To accomplish this charge, the CUDC must review existing/proposed practices, procedures and master plans to make necessary recommendations (as required) to the College Council.
Committees under the CUDC include: Food Service Committee, Grounds Committee, Environmental Health and Safety Committee and Signage Committee.

Cultural Arts Committee
The Cultural Arts Committee sets up a process for art acquisition, manages the campus art collection and makes CCC the cultural center of the county.

Curriculum Committee
The Curriculum Committee oversees the quality and content of course outlines and transfer and non-transfer degree and certificate requirements in accordance with the policies and guidelines of the Northwest Commission of Colleges and Universities (NWCCU) and other relevant agencies. The committee provides guidance, advocacy and oversight for curricular issues that are cross-departmental or institutional in scope and impact.

Diversity, Equity and Inclusion Committee
Clackamas Community College strives to address, explore, educate, learn about, and respond to the diversity of the human experience.
Diversity, Equity and Inclusion Committee prepares students to successfully understand people with diverse perspectives and backgrounds by teaching critical thinking, empathy and a deeper appreciation of others. The committee works to create an inclusive, equitable, culturally competent and supportive environment where staff, faculty, students and administration model behavior that enriches our community.

Information Technology Oversight Committee (ITOC)
ITOC is collaborative forum made up of representatives across the CCC landscape that allows two-way communication on all things related to information technology including:
- Sharing the ITS vision for general and strategic technical planning
- Reviewing past ITS projects for what went well and what did not to ensure continuous improvement
- Surveying current needs to ensure ITS is providing the best and most efficient services to staff and students
- Looking ahead at upcoming ITS projects and gathering feedback on the best way to implement change that benefits the college

Committees under ITOC include: Data Integrity Group, Educational Technology Resources Committee and Information Technology Projects.
Instructional Standards & Procedures Committee

The ISP Committee reviews yearly instructional standards and procedures to bring changes, revisions, additions to the attention of College Council for adoption, and to provide all division offices with current adopted instructional standards and procedures.

Mission Fulfillment Committee (MFC)

The MFC oversees the establishment of the college’s core themes and related, meaningful indicators, and the institution’s integrated assessment of outcomes at the institution, service area, program and course levels. The committee ensures the integration of strategic, division, and department planning into the college’s mission fulfillment work.
8 Funding & Economic Impact
Tuition & Fee Structure

**Tuition**

- **In State (in district & out-of district border states)** – $100/credit hour
- **Out-of-State & International** – $266/credit hour

**Universal Fees**

- **General Student Fee** – $2.50/credit hour
  - For non-course related student services available to the general college community (allocated as 73.25% Intramurals & Athletics; 12% Student Life & Leadership; and 14.75% Computer Lab)

- **Technology Fee** – $5.50/credit hour
  - For student computer labs and other technological enhancements directly related to teaching and learning

- **College Services Fee** – $28/term
  - Covers other services that benefit the general college community, including testing, transcripts, graduation caps & gowns, shuttle service between Harmony and Oregon City campuses, and enhanced College Safety services.
SUMMARY OF REVENUES

REVENUES - ALL FUNDS

- State Funding, 17.8%
- Property Taxes, 29.8%
- Tuition & Fees, 25.3%
- Financial Aid, 14.2%
- Grants, 8.5%
- Bookstore Sales, 2.8%
- Other Misc Revenues, 1.7%

REVENUES - GENERAL FUND

- State Funding, 29%
- Property Taxes, 36%
- Tuition, 32%
- Grants, 1%
- Other Misc Revenues, 2%
Tuition Rates

Average per credit Tuition and Fee cost for student registering for 12 credit hours

Chemeketa CC
Clackamas CC
Central Oregon CC
Tillamook Bay CC
Clatsop CC
Rogue CC
Mt Hood CC
PCC
Linn Benton CC
Umpqua CC
Oregon Coast CC
Klamath CC
Columbia Gorge CC
Lane CC
SW Oregon CC
Treasure Valley CC
Blue Mountain CC
Clackamas Community College plays a significant role in the local economy and is a sound investment from multiple perspectives. Students benefit from improved lifestyles and increased earnings. Taxpayers benefit from a larger economy and lower social costs. Finally, the community as a whole benefits from increased job and investment opportunities, higher business revenues, greater availability of public funds, and an eased tax burden.

**INVESTMENT VALUE**

**Student Value**
- CCC served 14,399 credit students and 11,646 non-credit students in the 2015-16 reporting year.
- Education increases lifetime income. The average income at the career midpoint of someone with an associate’s degree in Clackamas County is $41,000, 35% more than a student with a high school diploma.

*Students enjoy a 19.1% rate of return on their investment in CCC.*
- Throughout his or her working career, the average CCC student’s discounted lifetime income increases by $6.70 for every dollar invested in CCC.
- Students enjoy an attractive 19.1% average rate of return on their CCC educational investment, recovering all costs (including tuition, fees, and forgone wages) in 8.0 years.

**Social Value**
- Higher earnings of CCC students and associated increases in state income expand the tax base in Oregon by about $37.6 million each year.
- Oregon will see avoided social costs amounting to $2 million per year due to CCC students, including savings associated with improved health, reduced crime, and reduced welfare and unemployment.

**Taxpayer Value**
- State and local governments allocated approximately $34.3 million in support of CCC in FY 2013-14.
- For every dollar of this support, taxpayers see a cumulative return of $1.40 over the course of students’ working careers (in the form of higher tax receipts and avoided costs).
- State and local governments see a rate of return of 5.0% on their support for CCC. This return compares very favorably with private sector rates of return on similar long-term investments.

**ECONOMIC EFFECT**

**College Operations Effect**
- The Clackamas County economy annually receives roughly $35.1 million in income due to CCC operations. This is a conservative figure adjusted to account for monies that leave the economy or are withdrawn from the economy in support of the college.

*Added income attributable to the accumulation of CCC skills amounts to $142.6 million each year.*

**Productivity Effect**
- The current Clackamas County economy embodies an estimated 1.6 million credits that have accumulated over the past 30-year period as thousands of former CCC students (completers and non-completers) enter the workforce year after year.
- CCC skills translate to higher earnings for students and increased output of businesses. The added income attributable to the accumulation of CCC credits in the workforce amounts to $142.6 million each year.

**Total Effect**
- Altogether, the average annual added income due to the activities of CCC and its former students equals $177.6 million. This is approximately equal to 1.2% of the total Clackamas County economy.
In November 2014, voters in the Clackamas Community College district approved a $90-million bond measure that is being used to update and expand college classrooms and labs and modernize equipment to meet industry standards. Passage of the bond also results in CCC receiving $32 million in state matching funds, which will be used to support Harmony West, the Industrial Technical Center, the DeJardin/Pauling Science Complex and the Student Services & Community Commons.

The bond measure was developed after a two-year community engagement process, asking the community what they most valued and needed from the college today and in the future. The bond projects address the requests during this process. Career technical and transfer degrees were identified as the top two areas for strategic improvement.

Clackamas Community College has 27 buildings on three campuses in Oregon City, the Harmony Community Campus in North Clackamas and the Wilsonville Training Center. Implementation of the bond projects includes opportunities for students, area businesses and local workforce.

**PROJECT 1:**

**Harmony West**

This project replaced the 61-year-old former Oregon Institute of Technology building on the Harmony Community Campus in Milwaukie. The new facility allows CCC to continue to grow its Health Science, workforce development and general education offerings in the North Clackamas area.

**Timeline**

- **Summer 2015:** Henneberry-Eddy Architects approved
- **Summer 2016:** Kirby Nagelhout selected for the construction of the Harmony West
- **August 2016:** Construction begins
- **Winter 2017:** Completion

**PROJECT 2:**

**Industrial Technology Center**

Construction of the Industrial Technology Center on the Oregon City campus, complete with labs and classrooms, benefits manufacturing, machining and CNC machining programs.

**Timeline**

- **December 2015:** Opsis Architecture approved
- **Winter 2016:** Lease Crutcher Lewis hired as the Construction Manager/General Contractor (CMGC)
- **Spring 2017:** Construction begins
- **Spring 2018:** Completion
**PROJECT 3:**

**DeJardin/Pauling Science Complex**

The DeJardin Science building on the Oregon City campus will receive an addition and improvements to the existing facility. Along with the renovation and modernization of the remaining building, classrooms and facilities will provide modern science labs for students. Programs benefitting from the expansion include Water & Environmental Technology, High Purity Water, Nursing and Health Science. The expansion will also improve access to science labs, which is critical to university-bound transfer students.

**Timeline**
- Spring 2017: Mahlum Architects hired
- Fall 2017: Lease Crutcher Lewis hired as the Construction Manager/General Contractor (CMGC)
- Spring 2018: Construction begins
- Spring 2019: Completion

**PROJECT 4:**

**Student Services and Community Commons**

This project replaces the current Bil Brod Community Center on the Oregon City campus. The new facility will allow CCC to co-locate critical support services such as veterans services, disabilities resources and career coaching in one convenient location. Helping students stay in school and on track with their career and academic pathways is a priority for CCC.

**Timeline**
- 2017-18: Programming study
- 2018: Architect work
- 2020: Construction
- 2021: Completion

**PROJECT 5:**

**Facility and Campus Upgrades**

Upgrades and renovations to existing facilities are expected to result in cost savings to the college through increased efficiencies.

**Remaining projects**
- Fall 2018: Randall Hall Seismic Upgrades design
- Fall 2018: Water system upgrades design
- Complete paving of Douglas Loop (at completion of all bond projects)
- Campus safety and security
- Classroom upgrades
- IT upgrades
9 Academic Calendar & Fast Facts
<table>
<thead>
<tr>
<th></th>
<th>2018-2019*</th>
<th>2019-2020*</th>
<th>2020-2021*</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Summer Term</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Term Begins</td>
<td>Mon., June 25</td>
<td>Mon., June 24</td>
<td>Mon., June 22</td>
</tr>
<tr>
<td>Holiday – College Closed</td>
<td>Wed., July 4</td>
<td>Thurs., July 4</td>
<td>Thurs., July 2</td>
</tr>
<tr>
<td>Term Ends</td>
<td>Sat., Sept. 8</td>
<td>Sat., Sept. 7</td>
<td>Sat., Sept. 5</td>
</tr>
<tr>
<td>Holiday – College Closed</td>
<td>Mon., Sept. 3</td>
<td>Mon., Sept. 2</td>
<td>Mon. Sept. 7</td>
</tr>
<tr>
<td><strong>Fall Term</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Inservice Week</td>
<td>Mon.–Fri., Sept. 17–21</td>
<td>Mon.–Fri., Sept. 23–27</td>
<td>Mon.–Fri., Sept. 21–25</td>
</tr>
<tr>
<td>Term Begins</td>
<td>Mon., Sept. 24</td>
<td>Mon., Sept. 30</td>
<td>Mon., Sept. 28</td>
</tr>
<tr>
<td>Holiday – College Closed</td>
<td>Mon., Nov. 12</td>
<td>Mon., Nov. 11</td>
<td>Wed., Nov. 11</td>
</tr>
<tr>
<td>Holiday – College Closed</td>
<td>Thurs. &amp; Fri., Nov. 22 &amp; 23 **</td>
<td>Thurs. &amp; Fri., Nov. 28 &amp; 29 **</td>
<td>Thurs. &amp; Fri., Nov. 26 &amp; 27 **</td>
</tr>
<tr>
<td>Finals Week</td>
<td>Mon.–Sat., Dec. 3–8</td>
<td>Mon.–Sat., Dec. 9–14</td>
<td>Mon.–Sat., Dec. 7–12</td>
</tr>
<tr>
<td>Term Ends</td>
<td>Sat., Dec. 8</td>
<td>Sat., Dec. 14</td>
<td>Sat., Dec. 12</td>
</tr>
<tr>
<td>Holiday – College Closed</td>
<td>Tues., Dec. 25</td>
<td>Weds., Dec. 25</td>
<td>Fri., Dec. 25</td>
</tr>
<tr>
<td><strong>Winter Term</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Holiday – College Closed</td>
<td>Tues., Jan. 1</td>
<td>Wed., Jan. 1</td>
<td>Fri., Jan. 1</td>
</tr>
<tr>
<td>Term Begins</td>
<td>Mon., Jan. 7</td>
<td>Mon., Jan. 6</td>
<td>Mon., Jan. 4</td>
</tr>
<tr>
<td>Holiday – College Closed</td>
<td>Mon., Jan. 21</td>
<td>Mon., Jan. 20</td>
<td>Mon., Jan. 18</td>
</tr>
<tr>
<td>Holiday – College Closed</td>
<td>Mon., Feb. 18</td>
<td>Mon., Feb. 17</td>
<td>Mon., Feb. 15</td>
</tr>
<tr>
<td>Skills Contest</td>
<td>Thurs., Feb. 28 ***</td>
<td>Thurs., Feb. 27***</td>
<td>Thurs., Feb. 25***</td>
</tr>
<tr>
<td>Finals Week</td>
<td>Mon.–Sat., March 18–23</td>
<td>Mon.–Sat., March 16–21</td>
<td>Mon.–Sat., March 15–20</td>
</tr>
<tr>
<td>Term Ends</td>
<td>Sat., March 23</td>
<td>Sat., March 21</td>
<td>Sat., March 20</td>
</tr>
<tr>
<td><strong>Spring Term</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Term Begins</td>
<td>Mon., April 1</td>
<td>Mon., March 30</td>
<td>Mon., March 29</td>
</tr>
<tr>
<td>Holiday – College Closed</td>
<td>Mon., May 27</td>
<td>Mon., May 25</td>
<td>Mon., May 31</td>
</tr>
<tr>
<td>Finals Week</td>
<td>Mon.–Sat., June 10–15</td>
<td>Mon.–Sat., June 8–13</td>
<td>Mon.–Sat., June 7–12</td>
</tr>
<tr>
<td>GED &amp; Adult High School Graduation Ceremony</td>
<td>Thurs., June 13</td>
<td>Thurs., June 11</td>
<td>Thurs., June 10</td>
</tr>
<tr>
<td>College Certificate &amp; Degree Graduation Ceremony</td>
<td>Fri., June 14</td>
<td>Fri., June 12</td>
<td>Fri., June 11</td>
</tr>
<tr>
<td>Term Ends</td>
<td>Sat., June 15</td>
<td>Sat., June 13</td>
<td>Sat., June 12</td>
</tr>
</tbody>
</table>

* The 2017-2018 and 2018-2019 dates were approved by the College Council, Presidents’ Council and subsequently the Board of Education on March 9, 2016. The 2019-2020 and 2020-2021 dates were approved by the College Council, Presidents’ Council and subsequently the Board of Education on April 11, 2018.

** On the Wednesday evening prior to Thanksgiving, evening classes beginning at 4 p.m. or later are canceled.

*** On the Oregon City and Harmony campuses, classes beginning between 8 a.m. and 1 p.m. are canceled. Classes beginning at 1 p.m. or later, are held as scheduled.
In May 1966, following four years of work by a grassroots citizens’ planning committee, 62 percent of the voters in the proposed district in Clackamas County supported the formation of the Clackamas Community College District. When students started enrolling for classes the following fall, Clackamas became Oregon’s eighth community college.

Clackamas Community College opened with 93 part-time students taking classes at Gladstone High School, and by the end of the first school year, the college had added 600 more students. The college was briefly located at a campus on Warner-Milne Road, but by 1968 voters and the Board of Education approved the permanent site on 165 acres in Oregon City, and soon after broke ground on the CCC’s first permanent home — the Clairmont Building. The college was granted full accreditation in 1971.

The college broke ground on the Wilsonville campus in 1991, and on the Harmony Community Campus in 2008, giving more students throughout the county easy access to a quality education near home. Wilsonville was originally home to the college’s high-tech manufacturing programs before partnering with PGE and Pacific Corp in 2000 and becoming the premiere location for utility-based training in the area. The Harmony campus specializes in health sciences education from dental and clinical lab assisting to nursing, paramedics and more.

In 2000, voters approved a $47-million bond measure to pay for six new buildings at the Oregon City campus in order to keep providing quality education and job training close to home for Clackamas County residents. Fourteen years later, the college again responded to community needs by asking voters to approve a $90 million capital improvement bond. The bond passed in November 2014 and college improvements are under way.

With a steady focus on progress and community spirit, the college has grown to serve a diverse student body of more than 35,000 students of wide ranging ages, backgrounds and program interests, with more than 1,300 classes taught each term.
### CCC Fast Facts

#### During 2015-2016...

**Annual Headcount:** In the 2015-16 academic year, CCC served 26,018 students – about a 1% increase from the prior year. This is the first increase since the downward trend in enrollment starting in 2010-11. The number of unduplicated students of all types by term: 12,691 FA, 13,121 WI, and 14,377 SP.

**Service District:** About 60% of these students are from within our CCC service district, 40% from outside. This is within our typical range of “from within service district” (54% - 63% over the last ten years).

**Board Zone and ZIPs:** Over the course of the last five+ years, our unduplicated headcount by Board Zone and ZIPs within our service district remains largely the same.

**Credit to Non-Credit:** Our credit-to-non-credit student distribution has changed some compared to prior year. Our overall enrollment is 32% - 38% non-credit depending on the term (FA, WI, SP). CCC has historically been 39% - 44% non-credit versus credit.

**Full-time and Part-time Credit Student Distribution:** Of our credit students, our distribution of part-time to full-time continues to look heavy part-time with 67% - 72% of credit students in a given term taking fewer than 12 credits. This means only 28% - 33% of our students are full-time (12 or more credits). Looking at the distribution of credits for the part-time student, about 51% - 62% are less-than-half-time students taking only 1-5 credits (compared to 48% - 60% last year).

**Number of Credit Students:** Unduplicated credit students by term – 7,836 FA, 8,875 WI, and 9,057 SP. Unduplicated for the year, CCC served 14,286 distinct credit students (14,135 last year).

**Gender:** The known gender distribution for ALL our students in 2015-2016 was 51% male and 49% female, similar to the prior year. Gender varies some by the types of students we serve. For example, CTE student tend to be more male. ESL students tend to be more female.

**Age:** The average age of ALL our students in 2015-2016 was 31.5 years old. However, age varies by what our students are studying. For example, our CTE students are slightly older than the Transfer student – with the average age respectively of 30 and 23 years old. The average age of a Developmental Ed student is 25, an ESL student is 36. Our adult continuing ed student is 60 and our personal enrichment student is 52.

**Race/Ethnicity:** We can estimate the race/ethnicity of our credit students to be 63% white, 21% minority and 16% unknown; CCC exceeds the representation of race/ethnic minorities in our service district.

**Degree Intent:** A vast majority of our credit students intend to earn a degree and/or transfer. 82% of our credit students have a primary or secondary goal of earning a degree or certificate. 75% have a primary or secondary goal of transferring to a four year school. (CCSSE)

**Student Opinion:** 76% of our entering students say they feel very welcome at CCC. 90% say instructors at this college want students to succeed. A vast majority of students indicate they have very positive relationships with faculty, staff and students.

**Financial Support to Our Students:** In 2015-16, CCC gave out $33,389,724 in federal/state aid, $1,865,620 in scholarships/tuition waivers (compared to $1,577,283 last year, 18% higher), with the CCC Foundation providing $659,182 to students through private donations (compared to $581,675 last year, 13% higher).
**Awarding:** CCC awarded 1,595 degrees and certificates in 2015-2016 (preliminary); 11,968 in the last ten years.

**Customized Training and Development Services** offered 141 customized training course sections with an enrollment of 1,851 students (duplicated headcount) or 978 students (unduplicated headcount). In a given year, CTD serves 54+ area employers.

**Small Business Development:** SBDC counseled 289 clients, held 68 training events with 621 attendees. 59 jobs were created, 29 retained. There were 13 new business start-ups. With SBDC’s assistance client businesses received capital infusion of $7,618,650.

**The Community Education Department** served 5,033 distinct students through a range of supplemental workshops, adult education and personal enrichment courses. The total enrollment for Community Education was 11,785 (duplicated headcount).

**Accelerated College Credit:** In 2015-2016, we served 4,203+ area high school students – representing 19% of CCC’s FTE. With our Advanced College Credit alone we reached 3,267 students, helping them earn 29,704+ college credits, representing tuition savings of $1,985,130.00.

**Service District Graduates Attending CCC:** Over the last seven years, CCC captured about 25% - 35% of our service district’s “prior year” high school grads, a capture that has represented 36% - 54% of the college bound market for these area high schools.

A recent economic impact study tells us that for every dollar of support the taxpayer sees a cumulative return of $1.40.

Higher earnings of students from associated education and training translates into increases in state income which expands the tax base in Oregon about $37.6 million each year.
• Voters said “yes” to the formation of Clackamas Community College in 1966, the same year Interstate 5 was completed.

• The college’s first location was Gladstone High School. Seven part-time instructors taught 93 students during the evening when the school was vacant.

• The average age of all CCC students in 2014-15 was 32 years old.

• The college’s first full-time faculty member was Jane Rickenbaugh in 1967. She retired in 2003 after 35 years of service to the college, but has continued to teach.

• The Clackamas Print, once known as the Cougar Print, has been providing news for and about the college since 1966.

• CCC educates about 37 percent of high school grads who live in our service district.

• While the dental assisting program was waiting for the Harmony campus to be built, dental assistant labs were held at a working clinic -- Comfort Care Dental, owned by Dr. Kenneth Chung.

• CCC’s wrestling team has won five National Championships since 2011.

• The first building constructed on the current Oregon City campus was Clairmont Hall built in 1969. Barlow Hall opened in 1972, followed by McLoughlin and Randall halls in 1972.

• In 2009, when the unemployment rate of Oregon reached more than 10 percent, enrollment at Clackamas increased more than 20 percent as people sought new career paths.

• CCC’s nursing program has been housed in Clairmont, Barlow and DeJardin halls before finding its permanent home on the Harmony Community Campus in North Clackamas.

• A Clackamas alum, Lisa O’Dea (Martin), was a silver medalist at the Olympics in 1988 in the marathon. She is also a former world record holder in the event, however, the only school record she holds at Clackamas is the 400 hurdles.

• In May 1966, following four years of work by a grassroots citizens’ planning committee, 62 percent of the voters in the proposed district in Clackamas County supported the formation of the Clackamas Community College District.

• In fall of 1967, classes were moved to a modular building on Warner-Milne Road. The entire library was packed into two boxes and the all necessities for college operations were moved with one U-Haul truck in one day.

• The college’s cluster of science buildings completed in 1981 is called the Pauling Center, named for Dr. Linus Pauling, the only person to receive two unshared Nobel prizes. His wife was a native of Clackamas County.

• The Oregon City campus is 165 acres. The average class size is 23.

• CCC has awarded more than 12,000 degrees and certificates in the past decade.

• When the transformer training room was built at the Wilsonville campus in the early 2000s, it was the only one of its kind on the West Coast.

• Streeter Hall is named for Jim Streeter, who was the first math instructor hired at the college. He went on to serve as department chair as well. In total, he worked at the college from 1967 to 1989.
2016-2017 Enrollment Statistics

<table>
<thead>
<tr>
<th>Category</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Headcount</td>
<td>26,724</td>
</tr>
<tr>
<td>Fall Full-time students</td>
<td>2,782</td>
</tr>
<tr>
<td>Fall Part-time students</td>
<td>6,467</td>
</tr>
<tr>
<td>Fall Non-credit students</td>
<td>4,262</td>
</tr>
<tr>
<td>Full-time Equivalence</td>
<td>6,974</td>
</tr>
<tr>
<td>Average age, all students</td>
<td>31</td>
</tr>
<tr>
<td>Average age, full-time</td>
<td>24</td>
</tr>
<tr>
<td>Known Females</td>
<td>10,369</td>
</tr>
<tr>
<td>Known Males</td>
<td>10,927</td>
</tr>
<tr>
<td>Racial/ethnic known</td>
<td>17%</td>
</tr>
<tr>
<td>Degrees/certificates</td>
<td>1,410</td>
</tr>
</tbody>
</table>

For more information on these and other college statistics, contact the Office of Institutional Research & Reporting at 503-594-6140.

Note: Financial aid information does not include institutional or scholarship aid.

CCC at a Glance

Numbers reflect 2015-16 data unless otherwise noted.

Service Area

CCC District: All of Clackamas County except Lake Oswego, Sandy, Damascus and Boring school districts.

District Population: estimated – County 394,967 (2016 Census)

District (83%) = 330,632 (2016 Census)

Enrollment

2016-17 Head count: 26,724
2016-17 Full-time equivalence: 6,974

Programs

Career Technical: CCC offers 108 one-year Certificate of Completion and/or two-year Associate of Applied Science degree programs in career technical career areas.

College Transfer: CCC offers the two-year Associate of Arts Oregon Transfer degree, completion of which allows the student to meet the general education requirements of the baccalaureate degree program, and have junior standing for the purposes of admission and registration, at any Oregon University System (OUS) institution.

CCC offers the two-year Associate of Science degree, completion of which allows students to take the first two years of articulated coursework at Clackamas Community College and transfer to specific four-year institutions to complete a degree in the designated discipline.

Literacy/Basic Skills: CCC offers individualized instruction in basic academic and study skills, including Adult High School Diploma, GED, ESL, alternative schools, and Life & Career Options.

Community Education: CCC offers non-credit personal interest and enrichment courses through district community schools and parks and recreation locations throughout Clackamas County.

Business Training: CCC offers contracted employee training through the Customized Training & Development Services program and assistance to small businesses through the Small Business Development Center.

CCC President
Dr. Tim Cook

Board of Education
Ron Adams
Greg Chaimov
Chris Groener
Dave Hunt
Irene Konev
Jane Reid
Rob Wheeler
Clackamas Community College’s main campus is located in historic Oregon City, located off of Interstate-205, Highway 213 and Beavercreek Road. The beautiful CCC Oregon City campus covers 165 acres filled with trees and sculptures; 17 buildings including the award-winning Niemeyer Center for Communication Arts, Roger Rook Hall and Art Center, as well as the athletic fields and facilities that support CCC’s 11 championship-producing sports programs.
The Harmony campus is home to health education programs, criminal justice and also offers a variety of student services and programs including courses toward an Oregon transfer degree. Harmony campus is centrally located close to the Clackamas Town Center and the Green Line light rail. Our free CCC XPress Shuttle connects the Harmony and Oregon City campuses during school hours. Harmony is also home to the Small Business Development Center.
CCC’s Wilsonville Campus offers a variety of apprenticeship, technical training and general education courses tailored toward an Associates of Arts Oregon Transfer Degree (AAOT). Wilsonville offers a variety of student services including advising, registration and testing services.
### Associate of Science Degrees & Partnership Agreements

#### 2017-2018 Catalog Year

**Associate of Science Degrees:**
- Associate of Science in Biology
- Associate of Science in Computer Science
- Associate of Science in Engineering
- Associate of Science in English
- Associate of Science in Geology
- Associate of Science in Horticulture
- Associate of Science in Music

**Partnership Agreements:**
- 24 - Articulation Agreements
- 2 - Pending Articulation Agreements
- 5 - Degree Partnerships
- 6 - Admissions Agreements

**Chemeketa Community College**
- Hemodialysis (Admissions Agreement)

**Daito Bunka University**
Daito Bunka University students attending Clackamas Community College for the purpose of officially registering in the Program of Intensive English and academic classes. Students will be required to provide a TOEFL score in order to apply.
- Daito Bunka University (Admissions Agreement)

**Eastern Oregon University**
- Associate of Science Oregon Transfer (ASOT) in Business to Bachelor of Science Business Administration (Articulation Agreement)

**George Fox University**
- Associate of Science in Engineering

**International Education Services (Eurocenters)**
International Education Services (Eurocenters) students attending Clackamas Community College for the purpose of officially registering in the Program of Intensive English and academic classes. Students will be required to provide a TOEFL score in order to apply.
- International Education Services (Admissions Agreement)

**Linfield College**
- Dual Admissions in Nursing (Admissions Agreement)

**Marylhurst University**
- Degree Partnerships
- Associate of Science in English

**Oregon Health & Science University**
- Associate of Applied Science in Nursing to Bachelor of Science Nursing (Oregon Consortium of Nursing Education)

**Oregon Community Colleges Apprenticeship Consortium**
- Bachelor of Applied Science in Technology and Management (Articulation Agreement)
- Bachelor of Science in Operations Management (Articulation Agreement)

**Oregon Institute of Technology Degree Partnership**
- Associate of Science in Engineering
- Associate of Applied Science to Bachelor of Applied Science in Technology and Management (Articulation Agreements):
  - Accounting
  - Automotive Services Technology
  - Computer Aided Manufacturing
  - Computer & Network Administration
  - Computer Application Support
  - Corrections
  - Digital Multimedia Communications
  - Microelectronics Systems Technology
  - Renewable Energy Technology
  - Web Design & Development
  - Welding Technology
- Associate of Applied Science Business to Bachelors of Science Operations Management (Articulation Agreement)
- Associate of Science Engineering to Bachelor of Science in Mechanical Engineering (Articulation Agreement)
• Associate of Arts Oregon Transfer to Bachelor of Science Applied Psychology (Articulation Agreement)
• Clinical Laboratory Assistant Certificate to Bachelor of Science in Clinical Laboratory Science (Pending Articulation Agreement)

Oregon State University
• Degree Partnership
• Associate of Science Biology
• Associate of Science in Engineering, emphasis areas include:
  – Biological Engineering
  – Civil Engineering
  – Ecological Engineering
  – Energy Systems Engineering
  – Environmental Engineering
  – Industrial/Manufacturing Engineering
  – Mechanical Engineering
• Associate of Science in English
• Associate of Science in Horticulture

South Seattle College
• Associate of Science in English (Articulation Agreement)
• Associate of Science in Geology
• Associate of Science in Music (Articulation Agreement)
• Paraeducator Certificate Program and Associate of General Studies to Bachelor of Art or Science in Arts and Letters or Social Sciences (Articulation Agreement)

Oregon State University
• Degree Partnership
• Associate of Science Biology
• Associate of Science in Engineering, emphasis areas include:
  – Biological Engineering
  – Civil Engineering
  – Ecological Engineering
  – Energy Systems Engineering
  – Environmental Engineering
  – Industrial/Manufacturing Engineering
  – Mechanical Engineering
• Associate of Science in English
• Associate of Science in Horticulture

Pacific International Academy
Pacific International Academy students who successfully complete the advanced level, Level 5, of PIA's Intensive English program will satisfy the English language proficiency prerequisite for admission to Clackamas Community College.
• Pacific International Academy (Admissions Agreement)

Portland State University
• Degree Partnership
• Agreement for Qualified International Students (Admissions Agreement)
• Associate of Science in Biology
• Associate of Science in Computer Science
• Associate of Science Engineering, emphasis areas include:
  – Civil Engineering
  – Computer Engineering
  – Electrical Engineering
  – Environmental Engineering
  – Mechanical Engineering

Southern Oregon University
• Associate of Science in English (Articulation Agreement)
• Associate of Science in Geology
• Associate of Science in Music (Articulation Agreement)
• Paraeducator Certificate Program and Associate of General Studies to Bachelor of Art or Science in Arts and Letters or Social Sciences (Articulation Agreement)

University of Oregon
• Associate of Science in Biology
• Associate of Science in English

Warner Pacific College
• Associate of Arts Oregon Transfer Degree (Articulation Agreement)
• Associate of Science Oregon Transfer Degree (Articulation Agreement)

Western Governors University
• Associate of Applied Science in Accounting (Transfer Guide)
• Associate of Science Oregon Transfer (ASOT) Business (Transfer Guide)
• Associate of Applied Science in Nursing (Transfer Guide)
• Associate of Applied Science in Computer and Network Administration (Transfer Guide)
• Associate of Applied Science in Web Design and Development (Transfer Guide)

Western Oregon University
• Degree Partnership
10 Community Profiles
Clackamas Community College is governed by a Board of Education and has an elected representative for each of the seven zones that make up the college district. Tim Cook serves as college president.

CCC has three campuses: Oregon City Campus, Harmony Community Campus, and Wilsonville Campus. We also provide community education classes at many locations across our service district. At CCC, we provide affordable, accessible education and training that leads to jobs.

I represent Zone 1, which serves Milwaukie and North Clackamas areas.

My name is Greg Chaimov, Board Member at Clackamas Community College, and I welcome your feedback.

For questions or comments, please call 503-594-3000 or email greg.chaimov@clackamas.edu

High school graduation and credit data is based on figures provided by the Oregon Department of Education.

Connections with Business and Industry (CBI) is a one-stop business support network serving Clackamas County and beyond.

Our services include:
• Customized Training • Workforce Services
• Small Business Development • Training on the Job

Contact the CBI Concierge today!
Online: www.clackamas.edu/CBI
Phone: 503-594-3201
Email: cbi@clackamas.edu
Clackamas Community College is committed to serve the people of the college district with high quality education and training opportunities that are accessible to all students, adaptable to changing needs, and accountable to the community we serve.

In addition to transfer degree programs that pave the way for an easy transition to a four-year public university, CCC offers certificates and degrees in more than 90 career and technical programs; essential skills classes to prepare students for college; and diverse special events, enrichment programs, and continuing education opportunities.

**Student Profile**

- **Student Headcount:** 25,479 for 2016-17
- **Total Full-time Equivalence:** 6,974.36 for 2016-17
- **Course offerings:** associate degrees and certificates, college transfer degrees, career technical education, literacy/basic skills, community education, business training, job training, distance learning and partnerships for four-year degree completion programs.
- **Total degree and certificates completed in 2016-17:** 1,410.

**Tuition Comparison**

Starting a four-year degree at Clackamas Community College can save students thousands of dollars on the cost of their education.

**2017-18 Average Cost of Tuition and Fees Comparisons:**
- Average Oregon *four-year private university* tuition and fees $33,109
- Average Oregon *four-year public university* tuition and fees $10,926
- *Clackamas Community College tuition* and fees $4,614

Annual tuition and fees at CCC and Oregon four-year public and private universities is based on figures provided to the Oregon Office of Student Access and Completion by the institutions.

**Student Access**

- **Tuition for the 2017-18 school year** is $93 per credit for in-state students.
- **Financial Aid:** For 2016-17 the total federal and state aid our students received was $18,515,099. Student loan borrowing decreased by an additional 16% from 2015/16 to 2016/17 (overall loan borrowing dropped 28% from 2014 to 2016).
- **Scholarships:** For 2016-17 the total in scholarships and waivers our students received was $1,646,777.
- **The CCC Foundation provided $593,888** to students, funded through private donations, in 2017.

**Veterans Services**

- An all-Inclusive Veterans Education and Training (VET) Center
- Dedicated VET Center staff/full-time veteran advocates
- Veteran-specific counseling, advising and disability services
- Military Families Scholarship Endowment
- Veterans emergency need-based grants, textbook exchange
- Veteran-friendly military transcript & training evaluation for CCC credit
- Student Veterans Club focused on service and peer support
- Knowledgeable assistance with all college, community and VA resources

**Workforce**

- Over the last five years, CCC has offered 767 customized training sections, enrolling 4,734 students with an average of annual participation of 2,043. In a given year, we serve 50+ area employers.
- In 2016, the SBDC served 264 clients from Clackamas County and veterans in the Portland metropolitan area, with 56 training events and 617 attendees. Additionally, the center provided 1,252 free hours of business counseling and assisted with 12 new business start-ups, and $1,402,100 of capital infusion, 39 jobs created, 42 jobs retained.

---

*Education That Works | www.Clackamas.edu*
CCC IN HAPPY VALLEY

High School Connections

• Out of 25,479 CCC students (total for 2016-17) 2,706 were from the Clackamas and Happy Valley area.

• 561 students graduated from Clackamas High School in 2014-15 and 25% enrolled at CCC in 2015-16.

• 167 Advanced College Credit students from Clackamas High School in 2016-17 earned a total of 925 credits, a tuition value of $89,263.

High school graduation and credit data is based on figures provided by the Oregon Department of Education.

Business Connections

• 25 Happy Valley and 21 Clackamas businesses were served by the Small Business Development Center in 2016.

Connections with Business and Industry (CBI) is a one-stop business support network serving Clackamas County and beyond.

Our services include:
- Customized Training
- Workforce Services
- Small Business Development
- Training on the Job

Contact the CBI Concierge today!
Online: www.clackamas.edu/CBI
Phone: 503-594-3201
Email: cbi@clackamas.edu

Clackamas Community College is governed by a Board of Education and has an elected representative for each of the seven zones that make up the college district. Tim Cook serves as college president.

CCC has three campuses: Oregon City Campus, Harmony Community Campus, and Wilsonville Campus. We also provide community education classes at many locations across our service district. At CCC, we provide affordable, accessible education and training that leads to jobs.

I represent Zone 2, which serves the Happy Valley area.

My name is Rob Wheeler, Board Member at Clackamas Community College, and I welcome your feedback.

For questions or comments, please call 503-594-3000 or email rob.wheeler@clackamas.edu

Education That Works | www.Clackamas.edu
Clackamas Community College is committed to serve the people of the college district with high quality education and training opportunities that are accessible to all students, adaptable to changing needs, and accountable to the community we serve.

In addition to transfer degree programs that pave the way for an easy transition to a four-year public university, CCC offers certificates and degrees in more than 90 career and technical programs; essential skills classes to prepare students for college; and diverse special events, enrichment programs, and continuing education opportunities.

Student Profile

- **Student Headcount:** 25,479 for 2016-17
- **Total Full-time Equivalence:** 6,974.36 for 2016-17
- **Course offerings:** associate degrees and certificates, college transfer degrees, career technical education, literacy/basic skills, community education, business training, job training, distance learning and partnerships for four-year degree completion programs.
- **Total degree and certificates completed in 2016-17:** 1,410.

Tuition Comparison

Starting a four-year degree at Clackamas Community College can save students thousands of dollars on the cost of their education.

**2017-18 Average Cost of Tuition and Fees Comparisons:**

- **Average Oregon four-year private university tuition and fees** $33,109
- **Average Oregon four-year public university tuition and fees** $10,926
- **Clackamas Community College tuition and fees** $4,614

Annual tuition and fees at CCC and Oregon four-year public and private universities is based on figures provided to the Oregon Office of Student Access and Completion by the institutions.

Student Access

- **Tuition for the 2017-18 school year** is $93 per credit for in-state students.
- **Financial Aid:** For 2016-17 the total federal and state aid our students received was $18,515,099. Student loan borrowing decreased by an additional 16% from 2015/16 to 2016/17 (overall loan borrowing dropped 28% from 2014 to 2016).
- **Scholarships:** For 2016-17 the total in scholarships and waivers our students received was $1,646,777.
- The **CCC Foundation provided $593,888** to students, funded through private donations, in 2017.

Veterans Services

- **An all-Inclusive Veterans Education and Training (VET) Center**
- **Dedicated VET Center staff/full-time veteran advocates**
- **Veteran-specific counseling, advising and disability services**
- **Military Families Scholarship Endowment**
- **Veterans emergency need-based grants, textbook exchange**
- **Veteran-friendly military transcript & training evaluation for CCC credit**
- **Student Veterans Club focused on service and peer support**
- **Knowledgeable assistance with all college, community and VA resources**

Workforce

- **Over the last five years, CCC has offered 767 customized training sections, enrolling 4,734 students with an average of annual participation of 2,043. In a given year, we serve 50+ area employers.**

- In 2016, the SBDC served 264 clients from Clackamas County and veterans in the Portland metropolitan area, with 56 training events and 617 attendees. Additionally, the center provided 1,252 free hours of business counseling and assisted with 12 new business start-ups, and $1,402,100 of capital infusion, 39 jobs created, 42 jobs retained.

Education That Works | www.Clackamas.edu
Clackamas Community College is governed by a Board of Education and has an elected representative for each of the seven zones that make up the college district. Tim Cook serves as college president.

CCC has three campuses: Oregon City Campus, Harmony Community Campus, and Wilsonville Campus. We also provide community education classes at many locations across our service district. At CCC, we provide affordable, accessible education and training that leads to jobs.

I represent Zone 3, which serves Gladstone, Oak Grove and Jennings Lodge areas.

My name is Dave Hunt, Board Member at Clackamas Community College, and I welcome your feedback.

For questions or comments, please call 503-594-3000 or email davehunt40@msn.com
Clackamas Community College is committed to serve the people of the college district with high quality education and training opportunities that are accessible to all students, adaptable to changing needs, and accountable to the community we serve.

In addition to transfer degree programs that pave the way for an easy transition to a four-year public university, CCC offers certificates and degrees in more than 90 career and technical programs; essential skills classes to prepare students for college; and diverse special events, enrichment programs, and continuing education opportunities.

**Student Profile**

- **Student Headcount:** 25,479 for 2016-17
- **Total Full-time Equivalence:** 6,974.36 for 2016-17
- **Course offerings:** associate degrees and certificates, college transfer degrees, career technical education, literacy/basic skills, community education, business training, job training, distance learning and partnerships for four-year degree completion programs.
- **Total degree and certificates completed in 2016-17:** 1,410.

**Tuition Comparison**

Starting a four-year degree at Clackamas Community College can save students thousands of dollars on the cost of their education.

2017-18 Average Cost of Tuition and Fees Comparisons:
- Average Oregon four-year private university tuition and fees $33,109
- Average Oregon four-year public university tuition and fees $10,926
- **Clackamas Community College tuition** and fees $4,614

Annual tuition and fees at CCC and Oregon four-year public and private universities is based on figures provided to the Oregon Office of Student Access and Completion by the institutions.

**Student Access**

- **Tuition for the 2017-18 school year** is $93 per credit for in-state students.
- **Financial Aid:** For 2016-17 the total federal and state aid our students received was $18,515,099. Student loan borrowing decreased by an additional 16% from 2015/16 to 2016/17 (overall loan borrowing dropped 28% from 2014 to 2016).
- **Scholarships:** For 2016-17 the total in scholarships and waivers our students received was $1,646,777.
- The **CCC Foundation provided $593,888** to students, funded through private donations, in 2017.

**Veterans Services**

- An all-Inclusive Veterans Education and Training (VET) Center
- Dedicated VET Center staff/full-time veteran advocates
- Veteran-specific counseling, advising and disability services
- **Military Families Scholarship Endowment**
- Veterans emergency need-based grants, textbook exchange
- Veteran-friendly military transcript & training evaluation for CCC credit
- Student Veterans Club focused on service and peer support
- Knowledgeable assistance with all college, community and VA resources

**Workforce**

- Over the last five years, CCC has offered 767 customized training sections, enrolling 4,734 students with an average of annual participation of 2,043. In a given year, we serve 50+ area employers.
- In 2016, the SBDC served 264 clients from Clackamas County and veterans in the Portland metropolitan area, with 56 training events and 617 attendees. Additionally, the center provided 1,252 free hours of business counseling and assisted with 12 new business start-ups, and $1,402,100 of capital infusion, 39 jobs created, 42 jobs retained.
Clackamas Community College is governed by a Board of Education and has an elected representative for each of the seven zones that make up the college district. Tim Cook serves as college president.

**CCC has three campuses:** Oregon City Campus, Harmony Community Campus, and Wilsonville Campus. We also provide community education classes at many locations across our service district. At CCC, we provide affordable, accessible education and training that leads to jobs.

I represent Zone 4, which serves Oregon City and part of West Linn.

My name is Chris Groener, Board Member at Clackamas Community College, and I welcome your feedback.

For questions or comments, please call 503-594-3000 or email chris.groener@clackamas.edu
Clackamas Community College is committed to serve the people of the college district with high quality education and training opportunities that are accessible to all students, adaptable to changing needs, and accountable to the community we serve.

In addition to transfer degree programs that pave the way for an easy transition to a four-year public university, CCC offers certificates and degrees in more than 90 career and technical programs; essential skills classes to prepare students for college; and diverse special events, enrichment programs, and continuing education opportunities.

**Student Profile**
- **Student Headcount:** 25,479 for 2016-17
- **Total Full-time Equivalence:** 6,974.36 for 2016-17
- **Course offerings:** associate degrees and certificates, college transfer degrees, career technical education, literacy/basic skills, community education, business training, job training, distance learning and partnerships for four-year degree completion programs.
- **Total degree and certificates completed in 2016-17:** 1,410.

**Tuition Comparison**
Starting a four-year degree at Clackamas Community College can save students thousands of dollars on the cost of their education.

2017-18 Average Cost of Tuition and Fees Comparisons:
- Average Oregon four-year private university tuition and fees $33,109
- Average Oregon four-year public university tuition and fees $10,926
- **Clackamas Community College tuition** and fees $4,614

Annual tuition and fees at CCC and Oregon four-year public and private universities is based on figures provided to the Oregon Office of Student Access and Completion by the institutions.

**Veterans Services**
- An all-Inclusive Veterans Education and Training (VET) Center
- Dedicated VET Center staff/full-time veteran advocates
- Veteran-specific counseling, advising and disability services
- Military Families Scholarship Endowment
- Veterans emergency need-based grants, textbook exchange
- Veteran-friendly military transcript & training evaluation for CCC credit
- Student Veterans Club focused on service and peer support
- Knowledgeable assistance with all college, community and VA resources

**Student Access**
- **Tuition for the 2017-18 school year** is $93 per credit for in-state students.
- **Financial Aid:** For 2016-17 the total federal and state aid our students received was $18,515,099. Student loan borrowing decreased by an additional 16% from 2015/16 to 2016/17 (overall loan borrowing dropped 28% from 2014 to 2016).
- **Scholarships:** For 2016-17 the total in scholarships and waivers our students received was $1,646,777.
- The **CCC Foundation provided $593,888** to students, funded through private donations, in 2017.

**Workforce**
- Over the last five years, CCC has offered 767 customized training sections, enrolling 4,734 students with an average of annual participation of 2,043. In a given year, we serve 50+ area employers.
- In 2016, the SBDC served 264 clients from Clackamas County and veterans in the Portland metropolitan area, with 56 training events and 617 attendees. Additionally, the center provided 1,252 free hours of business counseling and assisted with 12 new business start-ups, and $1,402,100 of capital infusion, 39 jobs created, 42 jobs retained.

Education That Works | www.Clackamas.edu
Clackamas Community College is governed by a Board of Education and has an elected representative for each of the seven zones that make up the college district. Tim Cook serves as college president.

CCC has three campuses: Oregon City Campus, Harmony Community Campus, and Wilsonville Campus. We also provide community education classes at many locations across our service district. At CCC, we provide affordable, accessible education and training that leads to jobs.

I represent Zone 5, which serves West Linn and Wilsonville areas.

My name is Ron Adams, Board Member at Clackamas Community College, and I welcome your feedback.

For questions or comments, please call 503-594-3000 or email rwadams34@gmail.com

Clackamas Community College

High School Connections

• Out of 25,479 CCC students (total for 2016-17) 1,203 were from the West Linn/Lake Oswego area.

• 340 students graduated from West Linn High School in 2014-15 and 14% enrolled at CCC in 2015-16.

• 332 Advanced College Credit students from West Linn High School in 2016-17 earned a total of 3,354 credits, a tuition value of $323,661.

High school graduation and credit data is based on figures provided by the Oregon Department of Education.

Business Connections

• 16 West Linn businesses were served by the Small Business Development Center in 2016.

Connections with Business and Industry (CBI) is a one-stop business support network serving Clackamas County and beyond.

Our services include:
• Customized Training • Workforce Services
• Small Business Development • Training on the Job

Contact the CBI Concierge today!
Online: www.clackamas.edu/CBI
Phone: 503-594-3201
Email: cbi@clackamas.edu

Education That Works | www.Clackamas.edu
Clackamas Community College is committed to serve the people of the college district with high quality education and training opportunities that are accessible to all students, adaptable to changing needs, and accountable to the community we serve.

In addition to transfer degree programs that pave the way for an easy transition to a four-year public university, CCC offers certificates and degrees in more than 90 career and technical programs; essential skills classes to prepare students for college; and diverse special events, enrichment programs, and continuing education opportunities.

**Student Profile**
- **Student Headcount:** 25,479 for 2016-17
- **Total Full-time Equivalence:** 6,974.36 for 2016-17
- **Course offerings:** associate degrees and certificates, college transfer degrees, career technical education, literacy/basic skills, community education, business training, job training, distance learning and partnerships for four-year degree completion programs.
- **Total degree and certificates completed in 2016-17:** 1,410.

**Tuition Comparison**
Starting a four-year degree at Clackamas Community College can save students thousands of dollars on the cost of their education.

**2017-18 Average Cost of Tuition and Fees Comparisons:**
- Average Oregon four-year private university tuition and fees $33,109
- Average Oregon four-year public university tuition and fees $10,926
- Clackamas Community College tuition and fees $4,614

Annual tuition and fees at CCC and Oregon four-year public and private universities is based on figures provided to the Oregon Office of Student Access and Completion by the institutions.

**Student Access**
- **Tuition for the 2017-18 school year** is $93 per credit for in-state students.
- **Financial Aid:** For 2016-17 the total federal and state aid our students received was $18,515,099. Student loan borrowing decreased by an additional 16% from 2015/16 to 2016/17 (overall loan borrowing dropped 28% from 2014 to 2016).
- **Scholarships:** For 2016-17 the total in scholarships and waivers our students received was $1,646,777.
- The CCC Foundation provided $593,888 to students, funded through private donations, in 2017.

**Veterans Services**
- An all-Inclusive Veterans Education and Training (VET) Center
- Dedicated VET Center staff/full-time veteran advocates
- Veteran-specific counseling, advising and disability services
- Military Families Scholarship Endowment
- Veterans emergency need-based grants, textbook exchange
- Veteran-friendly military transcript & training evaluation for CCC credit
- Student Veterans Club focused on service and peer support
- Knowledgeable assistance with all college, community and VA resources

**Workforce**
- Over the last five years, CCC has offered 767 customized training sections, enrolling 4,734 students with an average of annual participation of 2,043. In a given year, we serve 50+ area employers.
- In 2016, the SBDC served 264 clients from Clackamas County and veterans in the Portland metropolitan area, with 56 training events and 617 attendees. Additionally, the center provided 1,252 free hours of business counseling and assisted with 12 new business start-ups, and $1,402,100 of capital infusion, 39 jobs created, 42 jobs retained.

Education That Works | www.Clackamas.edu
Clackamas Community College is governed by a Board of Education and has an elected representative for each of the seven zones that make up the college district. Tim Cook serves as college president.

CCC has three campuses: Oregon City Campus, Harmony Community Campus, and Wilsonville Campus. We also provide community education classes at many locations across our service district. At CCC, we provide affordable, accessible education and training that leads to jobs.

I represent Zone 5, which serves West Linn and Wilsonville areas.

My name is Ron Adams, Board Member at Clackamas Community College, and I welcome your feedback.

For questions or comments, please call 503-594-3000 or email rwadams34@gmail.com

High school graduation and credit data is based on figures provided by the Oregon Department of Education.

Connections with Business and Industry (CBI) is a one-stop business support network serving Clackamas County and beyond.

Our services include:
• Customized Training
• Workforce Services
• Small Business Development
• Training on the Job

Contact the CBI Concierge today!
Online: www.clackamas.edu/CBI
Phone: 503-594-3201
Email: cbi@clackamas.edu
Clackamas Community College is committed to serve the people of the college district with high quality education and training opportunities that are accessible to all students, adaptable to changing needs, and accountable to the community we serve.

In addition to transfer degree programs that pave the way for an easy transition to a four-year public university, CCC offers certificates and degrees in more than 90 career and technical programs; essential skills classes to prepare students for college; and diverse special events, enrichment programs, and continuing education opportunities.

**Student Profile**

- **Student Headcount:** 25,479 for 2016-17
- **Total Full-time Equivalence:** 6,974.36 for 2016-17
- **Course offerings:** associate degrees and certificates, college transfer degrees, career technical education, literacy/basic skills, community education, business training, job training, distance learning and partnerships for four-year degree completion programs.
- **Total degree and certificates completed in 2016-17:** 1,410.

**Tuition Comparison**

Starting a four-year degree at Clackamas Community College can save students thousands of dollars on the cost of their education.

**2017-18 Average Cost of Tuition and Fees Comparisons:**

- Average Oregon four-year private university tuition and fees $33,109
- Average Oregon four-year public university tuition and fees $10,926
- Clackamas Community College tuition and fees $4,614

Annual tuition and fees at CCC and Oregon four-year public and private universities is based on figures provided to the Oregon Office of Student Access and Completion by the institutions.

**Veterans Services**

- An all-Inclusive Veterans Education and Training (VET) Center
- Dedicated VET Center staff/full-time veteran advocates
- Veteran-specific counseling, advising and disability services
- Military Families Scholarship Endowment
- Veterans emergency need-based grants, textbook exchange
- Veteran-friendly military transcript & training evaluation for CCC credit
- Student Veterans Club focused on service and peer support
- Knowledgeable assistance with all college, community and VA resources

**Workforce**

- Over the last five years, CCC has offered 767 customized training sections, enrolling 4,734 students with an average of annual participation of 2,043. In a given year, we serve 50+ area employers.

- In 2016, the SBDC served 264 clients from Clackamas County and veterans in the Portland metropolitan area, with 56 training events and 617 attendees. Additionally, the center provided 1,252 free hours of business counseling and assisted with 12 new business start-ups, and $1,402,100 of capital infusion, 39 jobs created, 42 jobs retained.
Clackamas Community College is governed by a Board of Education and has an elected representative for each of the seven zones that make up the college district. Tim Cook serves as college president.

CCC has three campuses: Oregon City Campus, Harmony Community Campus, and Wilsonville Campus. We also provide community education classes at many locations across our service district. At CCC, we provide affordable, accessible education and training that leads to jobs.

I represent Zone 6, which serves Estacada, Colton and Beavercreek areas.

My name is Jane Reid, Board Member at Clackamas Community College, and I welcome your feedback.

For questions or comments, please call 503-594-3000 or email janereid@msn.com

Connections with Business and Industry (CBI) is a one-stop business support network serving Clackamas County and beyond.

Our services include:
- Customized Training
- Workforce Services
- Small Business Development
- Training on the Job

Contact the CBI Concierge today!
Online: www.clackamas.edu/CBI
Phone: 503-594-3201
Email: cbi@clackamas.edu

High school graduation and credit data is based on figures provided by the Oregon Department of Education.
Clackamas Community College is committed to serve the people of the college district with high quality education and training opportunities that are accessible to all students, adaptable to changing needs, and accountable to the community we serve.

In addition to transfer degree programs that pave the way for an easy transition to a four-year public university, CCC offers certificates and degrees in more than 90 career and technical programs; essential skills classes to prepare students for college; and diverse special events, enrichment programs, and continuing education opportunities.

**Student Profile**

- **Student Headcount:** 25,479 for 2016-17
- **Total Full-time Equivalence:** 6,974.36 for 2016-17
- **Course offerings:** associate degrees and certificates, college transfer degrees, career technical education, literacy/basic skills, community education, business training, job training, distance learning and partnerships for four-year degree completion programs.
- **Total degree and certificates completed in 2016-17:** 1,410.

**Tuition Comparison**

Starting a four-year degree at Clackamas Community College can save students thousands of dollars on the cost of their education.

**2017-18 Average Cost of Tuition and Fees Comparisons:**

- **Average Oregon four-year private university tuition and fees:** $33,109
- **Average Oregon four-year public university tuition and fees:** $10,926
- **Clackamas Community College tuition and fees:** $4,614

*Annual tuition and fees at CCC and Oregon four-year public and private universities is based on figures provided to the Oregon Office of Student Access and Completion by the institutions.*

**Veterans Services**

- **An all-Inclusive Veterans Education and Training (VET) Center**
- **Dedicated VET Center staff/full-time veteran advocates**
- **Veteran-specific counseling, advising and disability services**
- **Military Families Scholarship Endowment**
- **Veterans emergency need-based grants, textbook exchange**
- **Veteran-friendly military transcript & training evaluation for CCC credit**
- **Student Veterans Club focused on service and peer support**
- **Knowledgeable assistance with all college, community and VA resources**

**Student Access**

- **Tuition for the 2017-18 school year** is $93 per credit for in-state students.
- **Financial Aid:** For 2016-17 the total federal and state aid our students received was $18,515,099. Student loan borrowing decreased by an additional 16% from 2015/16 to 2016/17 (overall loan borrowing dropped 28% from 2014 to 2016).
- **Scholarships:** For 2016-17 the total in scholarships and waivers our students received was $1,646,777.
- **The CCC Foundation provided $593,888** to students, funded through private donations, in 2017.

**Workforce**

- **Over the last five years, CCC has offered 767 customized training sections,** enrolling 4,734 students with an average of annual participation of 2,043. In a given year, we serve 50+ area employers.

- **In 2016, the SBDC served 264 clients from Clackamas County and veterans in the Portland metropolitan area, with 56 training events and 617 attendees. Additionally, the center provided 1,252 free hours of business counseling and assisted with 12 new business start-ups, and $1,402,100 of capital infusion, 39 jobs created, 42 jobs retained.**

**Education That Works** | [www.Clackamas.edu](http://www.Clackamas.edu)
Clackamas Community College is governed by a Board of Education and has an elected representative for each of the seven zones that make up the college district. Tim Cook serves as college president.

CCC has three campuses: Oregon City Campus, Harmony Community Campus, and Wilsonville Campus. We also provide community education classes at many locations across our service district. At CCC, we provide affordable, accessible education and training that leads to jobs.

I represent Zone 6, which serves Estacada, Colton and Beavercreek areas.

My name is Jane Reid, Board Member at Clackamas Community College, and I welcome your feedback.

For questions or comments, please call 503-594-3000 or email janereid@msn.com
Clackamas Community College is committed to serve the people of the college district with high quality education and training opportunities that are accessible to all students, adaptable to changing needs, and accountable to the community we serve.

In addition to transfer degree programs that pave the way for an easy transition to a four-year public university, CCC offers certificates and degrees in more than 90 career and technical programs; essential skills classes to prepare students for college; and diverse special events, enrichment programs, and continuing education opportunities.

**Student Profile**

- **Student Headcount:** 25,479 for 2016-17
- **Total Full-time Equivalence:** 6,974.36 for 2016-17
- **Course offerings:** associate degrees and certificates, college transfer degrees, career technical education, literacy/basic skills, community education, business training, job training, distance learning and partnerships for four-year degree completion programs.
- **Total degree and certificates completed in 2016-17:** 1,410.

**Tuition Comparison**

Starting a four-year degree at Clackamas Community College can save students thousands of dollars on the cost of their education.

2017-18 Average Cost of Tuition and Fees Comparisons:

- **Average Oregon four-year private university tuition and fees:** $33,109
- **Average Oregon four-year public university tuition and fees:** $10,926
- **Clackamas Community College tuition and fees:** $4,614

Annual tuition and fees at CCC and Oregon four-year public and private universities is based on figures provided to the Oregon Office of Student Access and Completion by the institutions.

**Student Access**

- **Tuition for the 2017-18 school year** is $93 per credit for in-state students.
- **Financial Aid:** For 2016-17 the total federal and state aid our students received was $18,515,099. Student loan borrowing decreased by an additional 16% from 2015/16 to 2016/17 (overall loan borrowing dropped 28% from 2014 to 2016).
- **Scholarships:** For 2016-17 the total in scholarships and waivers our students received was $1,646,777.
- The **CCC Foundation provided $593,888** to students, funded through private donations, in 2017.

**Veterans Services**

- **An all-Inclusive Veterans Education and Training (VET) Center**
- **Dedicated VET Center staff/full-time veteran advocates**
- **Veteran-specific counseling, advising and disability services**
- **Military Families Scholarship Endowment**
- **Veterans emergency need-based grants, textbook exchange**
- **Veteran-friendly military transcript & training evaluation for CCC credit**
- **Student Veterans Club focused on service and peer support**
- **Knowledgeable assistance with all college, community and VA resources**

**Workforce**

- Over the last five years, CCC has offered 767 customized training sections, enrolling 4,734 students with an average of annual participation of 2,043. In a given year, we serve 50+ area employers.
- In 2016, the SBDC served 264 clients from Clackamas County and veterans in the Portland metropolitan area, with 56 training events and 617 attendees. Additionally, the center provided 1,252 free hours of business counseling and assisted with 12 new business start-ups, and $1,402,100 of capital infusion, 39 jobs created, 42 jobs retained.
Clackamas Community College is governed by a Board of Education and has an elected representative for each of the seven zones that make up the college district. Tim Cook serves as college president.

CCC has three campuses: Oregon City Campus, Harmony Community Campus, and Wilsonville Campus. We also provide community education classes at many locations across our service district. At CCC, we provide affordable, accessible education and training that leads to jobs.

I represent Zone 7, which serves Canby, Molalla and Mulino areas.

My name is Irene Konev, Board Member at Clackamas Community College, and I welcome your feedback.

For questions or comments, please call 503-594-3000 or email irene.konev@clackamas.edu

High school graduation and credit data is based on figures provided by the Oregon Department of Education.

Connections with Business and Industry (CBI) is a one-stop business support network serving Clackamas County and beyond.

Our services include:
- Customized Training
- Workforce Services
- Small Business Development
- Training on the Job

Contact the CBI Concierge today!
Online: www.clackamas.edu/CBI
Phone: 503-594-3201
Email: cbi@clackamas.edu

High School Connections

- Out of 25,479 CCC students (total for 2016-17) 1,566 were from Canby.
- 334 students graduated from Canby High School in 2014-15 and 34% enrolled at CCC in 2015-16.
- 301 Advanced College Credit students from Canby High School in 2016-17 earned a total of 3,784 credits, a tuition value of $365,156.

Business Connections

- 14 Canby businesses were served by the Small Business Development Center in 2016.
Clackamas Community College is committed to serve the people of the college district with high quality education and training opportunities that are accessible to all students, adaptable to changing needs, and accountable to the community we serve.

In addition to transfer degree programs that pave the way for an easy transition to a four-year public university, CCC offers certificates and degrees in more than 90 career and technical programs; essential skills classes to prepare students for college; and diverse special events, enrichment programs, and continuing education opportunities.

**Student Profile**
- **Student Headcount:** 25,479 for 2016-17
- **Total Full-time Equivalence:** 6,974.36 for 2016-17
- **Course offerings:** associate degrees and certificates, college transfer degrees, career technical education, literacy/basic skills, community education, business training, job training, distance learning and partnerships for four-year degree completion programs.
- **Total degree and certificates completed in 2016-17:** 1,410.

**Tuition Comparison**
Starting a four-year degree at Clackamas Community College can save students thousands of dollars on the cost of their education.

**2017-18 Average Cost of Tuition and Fees Comparisons:**
- Average Oregon **four-year private university** tuition and fees $33,109
- Average Oregon **four-year public university** tuition and fees $10,926
- **Clackamas Community College tuition** and fees $4,614

Annual tuition and fees at CCC and Oregon four-year public and private universities is based on figures provided to the Oregon Office of Student Access and Completion by the institutions.

**Student Access**
- **Tuition for the 2017-18 school year** is $93 per credit for in-state students.
- **Financial Aid:** For 2016-17 the total federal and state aid our students received was $18,515,099. Student loan borrowing decreased by an additional 16% from 2015/16 to 2016/17 (overall loan borrowing dropped 28% from 2014 to 2016).
- **Scholarships:** For 2016-17 the total in scholarships and waivers our students received was $1,646,777.
- The **CCC Foundation provided $593,888** to students, funded through private donations, in 2017.

**Veterans Services**
- **An all-Inclusive Veterans Education and Training (VET) Center**
- **Dedicated VET Center staff/full-time veteran advocates**
- **Veteran-specific counseling, advising and disability services**
- **Military Families Scholarship Endowment**
- **Veterans emergency need-based grants, textbook exchange**
- **Veteran-friendly military transcript & training evaluation for CCC credit**
- **Student Veterans Club focused on service and peer support**
- **Knowledgeable assistance with all college, community and VA resources**

**Workforce**
- Over the last five years, CCC has offered 767 customized training sections, enrolling 4,734 students with an average of annual participation of 2,043. In a given year, we serve 50+ area employers.
- In 2016, the SBDC served 264 clients from Clackamas County and veterans in the Portland metropolitan area, with 56 training events and 617 attendees. Additionally, the center provided 1,252 free hours of business counseling and assisted with 12 new business start-ups, and $1,402,100 of capital infusion, 39 jobs created, 42 jobs retained.
Clackamas Community College is governed by a Board of Education and has an elected representative for each of the seven zones that make up the college district. Tim Cook serves as college president.

CCC has three campuses: Oregon City Campus, Harmony Community Campus, and Wilsonville Campus. We also provide community education classes at many locations across our service district. At CCC, we provide affordable, accessible education and training that leads to jobs.

I represent Zone 7, which serves Canby, Molalla and Mulino areas.

My name is Irene Konev, Board Member at Clackamas Community College, and I welcome your feedback.

For questions or comments, please call 503-594-3000 or email irene.konev@clackamas.edu

High school graduation and credit data is based on figures provided by the Oregon Department of Education.

Connections with Business and Industry (CBI) is a one-stop business support network serving Clackamas County and beyond.

Our services include:
• Customized Training • Workforce Services
• Small Business Development • Training on the Job

Contact the CBI Concierge today!
Online: www.clackamas.edu/CBI
Phone: 503-594-3201
Email: cbi@clackamas.edu

High School Connections
• Out of 25,479 CCC students (total for 2016-17) 713 were from Molalla.

• 140 students graduated from Molalla High School in 2014-15 and 34% enrolled at CCC in 2015-16.

• 167 Advanced College Credit students from Molalla High School in 2016-17 earned a total of 2,222 credits, a tuition value of $214,423.

Business Connections
• 7 Molalla and 0 Mulino businesses were served by the Small Business Development Center in 2016.

Connections with Business and Industry (CBI) is a one-stop business support network serving Clackamas County and beyond.

Our services include:
• Customized Training • Workforce Services
• Small Business Development • Training on the Job

Contact the CBI Concierge today!
Online: www.clackamas.edu/CBI
Phone: 503-594-3201
Email: cbi@clackamas.edu

Education That Works | www.Clackamas.edu
Clackamas Community College is committed to serve the people of the college district with high quality education and training opportunities that are accessible to all students, adaptable to changing needs, and accountable to the community we serve.

In addition to transfer degree programs that pave the way for an easy transition to a four-year public university, CCC offers certificates and degrees in more than 90 career and technical programs; essential skills classes to prepare students for college; and diverse special events, enrichment programs, and continuing education opportunities.

Student Profile

- **Student Headcount**: 25,479 for 2016-17
- **Total Full-time Equivalence**: 6,974.36 for 2016-17
- **Course offerings**: associate degrees and certificates, college transfer degrees, career technical education, literacy/basic skills, community education, business training, job training, distance learning and partnerships for four-year degree completion programs.
- **Total degree and certificates completed in 2016-17**: 1,410.

Tuition Comparison

Starting a four-year degree at Clackamas Community College can save students thousands of dollars on the cost of their education.

**2017-18 Average Cost of Tuition and Fees Comparisons:**
- **Average Oregon four-year private university tuition and fees**: $33,109
- **Average Oregon four-year public university tuition and fees**: $10,926
- **Clackamas Community College tuition and fees**: $4,614

Annual tuition and fees at CCC and Oregon four-year public and private universities is based on figures provided to the Oregon Office of Student Access and Completion by the institutions.

Student Access

- **Tuition for the 2017-18 school year** is $93 per credit for in-state students.
- **Financial Aid**: For 2016-17 the total federal and state aid our students received was $18,515,099. Student loan borrowing decreased by an additional 16% from 2015/16 to 2016/17 (overall loan borrowing dropped 28% from 2014 to 2016).
- **Scholarships**: For 2016-17 the total in scholarships and waivers our students received was $1,646,777.
- The **CCC Foundation provided $593,888** to students, funded through private donations, in 2017.

Veterans Services

- **An all-Inclusive Veterans Education and Training (VET) Center**
- Dedicated VET Center staff/full-time veteran advocates
- Veteran-specific counseling, advising and disability services
- Military Families Scholarship Endowment
- Veterans emergency need-based grants, textbook exchange
- Veteran-friendly military transcript & training evaluation for CCC credit
- Student Veterans Club focused on service and peer support
- Knowledgeable assistance with all college, community and VA resources

Workforce

- Over the last five years, CCC has offered 767 customized training sections, enrolling 4,734 students with an average of annual participation of 2,043. In a given year, we serve 50+ area employers.
- In 2016, the SBDC served 264 clients from Clackamas County and veterans in the Portland metropolitan area, with 56 training events and 617 attendees. Additionally, the center provided 1,252 free hours of business counseling and assisted with 12 new business start-ups, and $1,402,100 of capital infusion, 39 jobs created, 42 jobs retained.

Education That Works | www.Clackamas.edu