

# Clackamas Community College

## Visioning Session

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### Values and Priorities Summary

Clackamas Community College, as part of the Diversity, Equity, and Inclusion (DEI) Strategic Planning process held four visioning sessions in two days. Three 3-hour sessions were held for employees and a single two-hour session was held for students. Approximately 131 students, faculty, staff, and administrators participated in these sessions over two days.

This following analysis summary focuses on the themes generated from the collective efforts of the participants in each group to identify the desired future state of Clackamas Community College with reference to DEI. Overarching themes were identified as important by each participant groups. Participants in each session voted on all the critical ideas proposed by participants working in groups of 5-6.

While there were many innovative and valuable ideas shared regarding values and priorities the following summary captured below received the most endorsement. These themes emerged in analysis of the data as important elements for the development of values and priorities that will inform the development of the Strategic planning goals and outcomes, along with additional sources of information through environmental scanning.

#### Values

Empathy, empowerment, engagement and accountability stand out as important values.

#### Priorities

Priorities that appear important to the participants included—

- DEI needs to be infused and central to all the mission, values, priorities, strategic and operational planning and outcome assessment.
- DEI should be practiced so it is sustainable and visible in all the College does
- Reduction of barriers to college entry, especially cost of college was identified as an important priority.
- Treatment of employees as equally respected regardless of their classifications or degrees was identified as an important priority.
- Providing students of all background support that allow them to succeed and reach their potential.
- Diversity of employees should mirror or match student diversity at the College.

#### Climate

The College climate was desired to be—

- Safe, welcoming, inclusive and visually representative of diversity and inclusion for all.
- Where people could discuss openly and respectfully challenges topics related to DEI, power and privilege.

**Student Experience**

The desired student experiences included—

- No equity gaps in achievement of students of color and White students; retention, completion, time to completion.
- An easy to navigate campus with clear directions.
- A sense of belonging and empowerment.

**Faculty/Staff Experience**

The desired faculty/ staff experience included—

- Respect and equal treatment regardless of role on campus.
- Greater representation of diversity among administrators and leaders.
- Mentoring and relational support for diverse faculty and staff groups.

**Success and Achievement**

- The desired success/achievement was overwhelming in support of a dedicated, well resourced DEI office that could be central to the support for DEI work at the College.
- There is a very strong desire for collaboration across campus communities and structures and less silos.

Additional feedback and input will be sought from DEI committee and sub-committee members, as well as College and community stakeholders to refine the qualitative data set generated through the visioning sessions.

**Values**

- DEI baked into Mission/Strategic Priorities/Initiatives, course outcomes, etc. (16)
- Respect becomes 2<sup>nd</sup> nature (1)
- Support for growth from mistakes (2)
- See diversity as enriching student/staff experiences (2)
- Shared values
- Student centric (1)
- Budget with student focus
- Faculty with student focus
- Diversity (celebrate it)
- Serve the community! (college mission)
- Appreciate differences and learn from each other
- Celebrations (1)
- Health of people, planet, eco system (3)
- Relational
- Value everyone's contributions
- Equity
- Access
- Student growth & development (1)
- Well-being and mindfulness
- Empathy (1)
- Together we rise
- Shared understanding of DEI

- Explicit DEI statement & operations (2)
- Support all students
- Being Student ready
- Input from everyone in decision-making, especially underrepresented populations (2)
- Celebrate difference, not just recognize (3)
- Everyone feels voices is invited and accepted as truth (2)
- Our community is crucial, all experiences are valued (4)
- Openness; acceptance (3)
- We work, respect, and engage with each other; from a place of respect and are aware of excellence in all (4)
- Everyone has a voice and can be heard; feels they are valued
- Everyone has a connection and sense of community (2)
- Value diverse perspectives and backgrounds (11)
- Value of knowledge and experience over noticeable traits (3)
- CCC is synonymous with DEI
- Focused on people, planet, and community (2)
- All are expressed inclusively (1)
- All given guidance (1)
- Serve all communities on and off campus (4)
- Guidelines for inclusion and acceptance
- Diversity in experience and perspectives (5)
- DEI woven through plans/climate of the college, visible in all we do (6)
- We have difficult conversations (1)
- Students and staff feel safe on campus (1)
- People are excited to be here
- Our work out into our community (1)
- Care of all students/staff
- Policies and procedures address inequities (1)
- Students first (2)
- A learning community where C member has the space for authentic expression & can engage in growth (9)
- Everyone has a sense of belonging (4)
- Diversity, equity, inclusion (1)
- Change, critical thinking (1)
- Ability to teach creatively (3)
- Diversity, equity, inclusion (1)
- Communication, collaboration, students, inclusion (1)
- Unified systems/processes across campus locations
- Fun
- Respect & Accept people of all backgrounds (2)
- Community members honored, equal access to resources & experiences (2)
- Sustainable practices (14)
- Diverse faculty/staff (3)
- Change (3)

- Differences (1)
- Other's opinion
- Inclusive practices
- Accountability (4)
- Empowerment (8)
- Empathy (10)
- Engagement (4)
- Teaching & Learning (1)
- Growth mindset
- Student-focused (1)

### **Priorities**

- Reduce burden of college -financial, skill building classes, counseling, life supports, career planning, academic support (4)
- Better programs to support diversity
- Consistent and clearly defined priorities (1)
- Campus connectivity (1)
- New priorities reflect new values
- Support after graduation (1)
- Identify & narrow gaps of inequity (1)
- Nap pods (1)
- Regular open discourse (1)
- Student growth and development (1)
- Keep tuition low (1)
- Eliminate barriers to entry (1)
- DEI focus on recruitment & retention (1)
- Equitable work (1)
- Student centric (1)
- Consistent and clearly defined priorities (1)
- Feel valued and part of community (1)
- Communication tools (1)
- People throughout organization are equal (1)
- We are all staff regardless of our degree (4)
- Stronger community connections / more job opportunities (1)
- Model and teach (1)
- Retention (1)
- Explicit DEI statement (1)
- Clear goals (1)
- Mentoring relationships (3)
- DEI baked into mission/ strategic priorities/ initiatives/ course outcomes (4)
- Physical accessibility universal design (1)
- Keep tuition low (1)
- Eliminate barriers to entry (7)
- 3 campuses not 1
- Self-care, work life balance (1)
- Communication (1)

- Resources for emergency situations/safety nets
- Resources for specific pops
- Leave behind old systems
- DEI in strategic goals
- Outcomes exceed for diverse students
- Commitment to ongoing DEI work
- Inclusive planning and continued opportunities to learn
- Meet the needs of community with the flexibility to change and grow as those needs change and grow.
- Identify and eliminate barriers (3)
- Create spaces for community
- Students complete at equivalent rates (5)
- DEI continues to be a priority (1)
- Diversity of faculty and staff to match student populations (6)
- Making all feel a sense of belonging.
- Proactive analysis support inclusion ISPs, curriculum, hiring, policies—everything
- All programs require 2<sup>nd</sup> language and training on implicit bias and privilege (3)
- More opportunities for students of all background to succeed (8)
- More outreach for underrepresented groups (4)
- Infrastructure to support more students
- Providing quality education to those who want to make a difference (1)
- Students are first priority (2)
- Providing quality leadership/professional development (1)
- Feel safe in all ways
- Feel understood.
- Student/staff retention and success (1)
- Hiring priority values (1)
- Reflects the future of our area (1)
- Cultural events – ways to improve and include
- Anticipating students' needs now and in the future
- Helping students reach potential (4)
- Education for all students
- Being student ready as a college (2)
- HR process (hiring)
- Mandatory faculty/staff DEI trainings
- Student focus (1)
- DEI
- Closing equity gaps
- Inclusion
- Committing to DEI (1)
- Serve underserved populations (2)
- Assessment & data driven decisions (1)
- Great place to learn
- Communication. Collaboration. Students. Inclusion. (1)

- We have framework and resources to understand our own identities& how they inform our perspectives (1)
- Leadership uses equity lens in all decisions (1)
- Students-Positivity about who they are and what they bring to CCC
- All programs & activities are accessible to all students (1)
- The College prioritizes programs & initiatives that contain universal design principles
- All feel safe
- Meaningful and efficient operations
- Meaningful shared governance

## Climate

- Inclusive (6)
- Welcoming (6)
- Safe (4)
- Open & transparent at all levels (2)
- Students/Faculty & Staff represent similar % of community demographics
- No DEI trainings needed (1)
- Safe & supportive (1)
- Friendly, equal, warm
- Welcoming and inviting (open)
- Inviting
- Mutual respect
- Human centered
- Ethnically diverse
- Regular open discourse about systemic inequity, White fragility. Intent Impact (5)
- Nap pods (1)
- Charging stations
- Better recruitment of diverse groups
- Warm & inviting- better outcome learning from each other (1)
- Equality (1)
- Level playing field (1)
- Celebration of uniqueness, belief, background, diversity (3)
- Clear communication
- Welcoming with visual representation of diversity and inclusiveness (10)
- Inviting and not misleading
- DEI is second nature and is a part of what everyone is and is about
- Cultural events are regular events and not special events based upon time of year (1)
- Respect and mutual understanding (3)
- Proactive – help students and staff before issues arise (1)
- Events celebrating campus’ many cultures (2)
- Reputation of having diverse staff and students which attracts more diversity
- More representative food options and events
- Safe environment for all (8)
- Beyond tolerance, difference is celebrated (1)
- All voices heard (white men WAIT)

- Instant inclusion by any and all who come to campus (7)
- Inviting students feel they belong making an important to belonging (1)
- Welcoming (2)
- Relationship
- Staff feels it's contribution
- No barriers (2)
- We are normal equal everyone
- Open dialogue, shared governance, diverse/equitable inclusive college (8)
- Enriching, embracing, supportive accepted
- Institutionalized DEI (4)
- Individuals are appreciated
- Everyone feels safe & welcome (1)
- Sense of belonging (1)
- Technology for continuity & flexibility
- Everyone is accountable (1)
- Free to speak up
- State \$ support overall & for DEI work
- Inclusive environment
- College leadership is passionate about DEI, and is evident in all aspects of the college (2)
- Everyone has a sense of belonging (4)
- Warm & inviting- better outcome learning from each other (4)
- Welcome open to new ideas
- Positive, supportive, inclusive

### **Student Experience**

- Students of color & minority populations are retained and graduate at same rate as other(white) populations (13)
- Identify & narrow gaps of inequity (8)
- Part of the community (not a customer) connections/affinity groups/cohorts (1)
- Seamless precollege & transfer (2)
- Support after graduation (1)
- No debt (1)
- Honor diversity
- Quality online courses
- Wrap around support services for all students (6)
- Feel valued and part of community (2)
- Real world experience opportunities
- Designated advisor for every student (1)
- Physical spaces (ASG/MCC@ all campuses)
- Welcoming/Belonging
- Empowering
- Less confusion
- Safe (2)

- Opportunities for DEI growth
- Venues to be heard
- At least one person to for help (1)
- Sense of belonging (1)
- Students have experiences that build cultural competency e.g. robust SLO's & Study Abroad Prg. (3)
- Diverse students feel classes designed for them (4)
- Clear avenues for addressing microaggressions (6)
- Receive DEI skills – building both in an out of the classroom (activities and curriculum)
- Don't just feel welcome, but desire to attend CCC
- Deeper embedding of culturally relevant supports in daily lives of students
- Student involvement – more than just classroom involvement; or to know there can be more.
- Students are welcomed and they are engaged; they know resources available to make them successful (2)
- Students are coached and guided through the college experience, and they are aware of the power they have to make change (1)
- Students are empowered and have self-efficacy (2)
- Students graduate without significant debt.
- Every student would have staff/faculty like them on campus (3)
- Students feel connected to staff.
- Students have equal access to programs and services
- Increase retention and completion rates for students of color (8)
- Students leave CCC with a skills set that enables them to be engaged in any community (10)
- Student have enough time, money, and support (1)
- Straightforward and easy to navigate college experience—goals clearly defined, route clear (12)
- Central location for resources
- No one can be on campus without knowing they are walking on territory ceded by the Clackamas Chinook Peoples (2)
- Students are engaged and have a “why”
- Of all backgrounds represented in top 10% of academics (2)
- Expansion of clubs/groups and centered/focused on different backgrounds (3)
- Inclusive, but challenging
- Students are included in meetings, visioning process, etc.
- Expectations are more realistic about what their education looks like.
- Students have more opportunities to be active outside of the classroom.
- FYE, Advising is mandatory (1), support systems (Mentors/Tutors, Counseling, etc.) ASG, Cougar Cave, and Clubs
- Integrated
- Take advantage of resources we have
- Increased retention



- More participation in campus events and activities
- Enjoy learning (1)
- Graduation and enrollment up
- Opportunities after college
- Programs and resource centers
- See someone on campus they can relate to
- They are accepted and valued
- Room for challenge & growth (4)
- Shared language for DEI
- See themselves in staff
- Access to what they need
- Voice is hear & respected
- Best education (1)
- Quality facilities
- Real world skills & experience
- Clear pathways with student equity at the forefront.
- Multilingual student orientations.
- Active & supportive affinity groups.
- Free College
- Represented, supported – freely communicate their needs & college responds (1)
- Students have a guided pathways
- Students are equipped with skills to advocate for themselves (1)
- Sense of belonging – more likely to retain (4)
- Increased technological skills (virtual communities) (1)
- Represented, supported – freely communicating their needs & college responds (2)
- Increased exposure to population to diversity & as a result to increased cultural competency
- Open decisions & respectful conflict is normal (2)

### **Faculty/Staff Experience**

- We are all staff regardless of our degrees (14)
- Mentoring relationships, more diverse faculty/staff support groups (10)
- Valued equally
- Shared student knowledge/data/navigation comm tools
- Overlap in trainings
- No Silos!
- Collaborative & passionate about each other and our student experiences (3)
- Shared sense of purpose (5)
- Orientation to student experience
- Continuous orientation
- Mirrors student
- Onboarding and communication (2)
- Equitable work (3)
- Be heard

- Events for PTF that compensate
- Culture/experience/respect/expectations
- Workload
- Equity lens is the norm for all work
- Equity gaps are closing (evidence of)
- Equitable work conditions in all associations
- Clear processes & tools to respond to inequity
- Feel positive and energized to come to work.
- Equitable resources and opportunities
- Ongoing and successful training for faculty and staff (5)
- Faculty/staff “pet” DEI projects are institutionalized
- All new Faculty/staff attend cultural competency trainings
- Employee resources groups are active and supported (2)
- Diversity in administration, executive offices, faculty and staff (11)
- Improve retention of faculty and staff of diverse backgrounds.
- Having a sense of inclusion.
- Staff and faculty pro-active in identifying student needs and connecting to use resources (3)
- Clearly documented processes and standards (2)
- Everyone feels like they are welcomed, heard (3)
- More cultural training and course on cultural studies (11)
- Should reflect the student experience and population (1)
- New members with different backgrounds/ideas to aid in shaping curriculum (1)
- Assessment, professional development communication is clear, Increased diversity In staff and faculty (2)
- Awareness – what is happening on campus (1)
- Toolkit for resources for students (2)
- Dedicate teams to support students (2)
- Mentors for all
- Education part of the experience
- Everyone valued
- No us/them
- Collegial & respectful of different perspectives (4)
- Internal collaboration at all-time high. Ability to teach creatively (3)
- Collaborative sets of communities to facilitate student learning (1)
- Collegial & respectful of different perspective (4)
- More diverse and focused on inclusivity
- Work-Life balance (2)
- Raising DEI issues is supported & encouraged (1)
- Internal IET promoting collaboration (1)
- Faculty feel empowered & have resources to create anything (2)
- Continued open dialogue between community & students (1)
- More collaboration between FT & PT faculty
- Collaboration with peers (1)

- Differences are celebrated
- Accountable for actions
- Different voices & stories being shared
- Flexibility (1)
- Respectable
- Release time for values/priorities (1)

### **Successes and Achievements**

- Mutually valued (staff & students)
- Free community college (2)
- Stronger community connections/ more job opportunities (1)
- DEI focus on recruitment & retention (7)
- Clear goals moved the needle (2)
- Better communication across campus (1)
- Full-time position in Multi-Cultural Center; Robust multi-Cultural Center (2)
- Retention of students and employees
- Staff hired with equity lens – more bigger and diverse applicant pools
- Close student equity gaps (2)
- Be known as DEI leaders in higher education
- Staff/faculty makeup mirrors student body in identity and experience
- We are actively using an equity lens in all of our work to help break down structural barriers and ensuring an inclusive and welcoming environment for all in our community (2)
- We have the tools to talk with each other and respectfully engage in difference. Acknowledging our own biases, privilege, and we know how to productively “call in” our colleagues/peers when stereotypes/microaggressions present themselves (1)
- Successful implementation of Guided Pathways
- Recognition for DEI efforts, like “Best for Vets” (2)
- Student recognition award programs for fostering change and growth (2)
- All courses are engaging and based on brain science (1)
- Retention increases (1)
- Degree and transfer gains
- Diversity is noticeably increased
- With Guided Pathways implementation, students will get on a path and complete successfully.
- More students will have the opportunity to explore real world job market.
- Stronger partnerships with Workforce, industry, and community.
- Close equity gaps, enrolment retention, success improved, increased in teaching training diversity (1)
- More diversity of students and staff (3)
- Public perception of CCC changed to positive.
- Employed after college and sought after (2)
- Funded DEI staff team and office (5)

- Trainings are funded and required (3)
- DEI just a part of all of our work (4)
- OER available for all courses. We won 2024 national award for innovation in inclusiveness, diversity, and equity. (3)
- Negative emissions on campus award in 2023 for ccc (1)
- Retention of students, faculty, staff – people want to be here (6)
- Unified systems/processes across campus locations (2)
- Everyone moving in the same direction
- GP scaled – measuring and seeing benefits
- Use values to inform hiring
- More faculty staff involved in DEI work
- People are empowered w/ an understanding of where equity gaps are and what they can do about it
- Students of color persist same rate as white students and employees of color are retained at same rate (2)
- Lower income groups persist and graduate at same rate as other groups
- Funded DEI office w/ Staff & resources & toolkits & we practice restorative justice (18)
- Hiring opportunities are marketed differently
- DEI is such a part of our culture that we live it!
- Established global studies program (1)
- Community partnerships/outreach
- Student & staff demographics match community
- More equitable division of labor across racial & gender lines
- Assessment in courses & programs includes DEI
- Identified systems that promote inequity and made changes & have plan in place to continue (5)
- Become culture hub for the community with high levels of engagement and visibility (1)

### **Internal/External Collaborations**

- Hiring practices (1)
- Guided Pathways
- Collaborate: staff/faculty/students
- Dept collaboration on curriculum (e.g., math & science) space & time provided , & scheduling
- Productive meetings
- Better data
- Brainstorming happening everywhere
- Faculty/Classified/Admins work equitably
- Departments/EFAs collaborate on ways to achieve student success
- Better college communication
- Improved resources for underrepresented/served communities
- Campus-wide cultural events and activities
- Seminars open to campus/community

- Cultural Film Festivals
- All departments are working with greater synergy (our students, not my students) (1)
- Positive function systems that encourage collaboration (1)
- Systems of tracking and communication work
- Stuff in a learning environment
- No us/them (1)
- Teams work together to achieve a strategic common goal
- Revamp our jobs to incorporate DEI!
- Clear/open communications about DEI work and how that is communicated
- Inclusive. Dynamic (1)
- Fun (1)
- Continue Open dialogue – get rid of “this is the way we have always done it.” (1)
- Departments work together on DEI initiatives/events
- Strong bonds through out campus, not just depts.

### **Culture/People Throughout the Organization**

- Are equal (4)
- Are valued (2)
- Collaborate & passionate (1)
- Pay equity
- We are family
- People, lots of people, lots of diversity
- Represent diversity, not just of Clackamas County, but the world
- The work done by the college is work recognized beyond the College.
- CCC community increased involved to show support
- Better sense of belonging (3)
- DEI ingrained in CCC Culture (1)
- Quick and simple ways to collect, store, and understand data (1)
- DEI Department (2)
- Less meetings and more movement
- ERG groups are strong (2)
- Regular forum discussions
- Open Houses
- Speaker’s Corner
- Diverse perspectives and experiences are present and welcomed (8)
- Recognize that our students will be coming from a different mindset based on their experiences of the last 10 years.
- Community leaders for DEI (2)
- We/Us
- We are all on the same page (vision/goals) and know what students/community needs from us.
- Passionate about being here
- Empowered (2)

- Open communication between campuses & departments (2)
- Diverse staff
- Accountable
- Development & coaching
- Performance management in a meaningful way
- Engaged and energized (1)