



Clackamas Community College (CCC), founded in 1966, is a values-driven, student-centered organization whose mission guides its collective decision making. CCC course offerings include associate degrees, college transfer degrees, career technical education, literacy/basic skills, community education, business training, and partnerships for four-year degree completion programs.

In 2012, CCC's Board of Education undertook an Appreciative Inquiry (AI) endeavor, Imagine Clackamas, to develop a community engagement process in preparation of its 50th year of service in 2016. AI is a strengths-based research method designed to help organizations and communities create positive change by understanding the best of what is, while imagining the best of what could be.

Imagine Clackamas will help CCC better understand what its students and district members most value about the college. Imagine Clackamas will shine a light on areas where the college should improve or adapt its educational and training services to better meet the needs of the communities it serves both today – and in the future. To steer the process the CCC Board of Education developed the following goals:

- Strengthen relationships with the community;
- Discover what the community most values as it relates to education and training;
- Identify areas for removing student barriers to improve access and retention;
- Create a new brand for the college that's reflective of the community it serves; and
- Enhance college communication channels to be more accessible.

The Imagine Clackamas inquiry process utilized a variety of research tools to gather input from the community. These tools included: an online survey, intercept surveys, and business focus groups. As a part of the discovery process, more than 1,500 CCC students, businesses, faculty, staff, and community members completed the online survey; approximately 750 high school students and community members participated in the face-to-face intercept surveys; and more than 100 business professionals took part in a series of focus groups. Shaped by more than 100 district members over the summer of 2012, the entire community engagement process took one full year to complete.

The discoveries and dreams unearthed in the Imagine Clackamas community engagement initiative will help the Board create a more promising future for the students and district it serves. To ensure the goals are implemented and the culture of engagement is sustained, the Board is assembling a dynamic leadership team to navigate the uncharted waters of the future.

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| <p style="text-align: center;"><b>Imagine Clackamas</b><br/> <i>Charting a Course for Community Engagement</i></p> |  |  |
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| Phase  | Step   | Purpose  |
| Phase I: Design  | <p>Identify project goals and outcomes.</p> <p>Shape community engagement process and research tools in partnership with community stakeholders. Ensure faculty and staff are included in the process.</p>   | Chart a strategic course for the college's 50 <sup>th</sup> year of service and beyond that reflects the values and educational needs of the community it serves.  |
| Phase II: Drivers  | Develop map of district's key communicators and distribution channels.   | Invite key communicators to assist in promotion of Imagine Clackamas Online Survey.  |
| Phase III: Inquiry   | <p>Survey a broad base of students, faculty, staff, business, and community members. Include stakeholders, such as government and nonprofit agencies that can aid in building capacity.</p> <p>Incorporate face-to-face surveys and focus groups into the research process for deeper examination.</p> | Discover ways to strengthen relationships with the community, businesses, and students by better understanding what they most value and need from CCC today – and in the future as it relates to education and training.                                 |
| Phase IV: Discovery  | <p>Compile and assess data.</p> <p>Analyze and make sense of key themes and patterns. Document compelling themes, quotes, and inspirational stories from open-ended questions and focus groups.</p> <p>Identify areas to leverage communal resources and reduce redundancy of services.</p>            | <p>Inspire organizations to get involved to build capacity for removing barriers to student access and success.</p> <p>Enhance college communication channels.</p> <p>Create new college brand that reflects the values and dreams of the community.</p> |
| Phase V: Destination   | <p>Host community forum(s) to present discoveries.</p> <p>Develop desired vision, goals, and objectives that address discoveries.</p>  | <p>Short term: support current college strategic priorities.</p> <p>Long term: establish a shared vision and strategic action plan for college's future.</p>   |
| Phase VI: Navigation   | Assemble leadership team to navigate, manage, evaluate, and communicate short and long term course of action.  | Ensure goals are implemented, the shared vision becomes a reality, and the culture of engagement is sustained.   |

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