



2021-2027 OCCA Board Goals

Status At-A-Glance

Board Approved: 10/7/2022

Status Updated: 5/19/2023

Priority 1: Secure adequate funding to fulfill the mission of community colleges and achieve our goals.	
OBJECTIVES	STATUS
Comprehensive Budget Ask	On Track
Develop effective marketing and messaging that unites and promotes all 17 community colleges	On Track
Develop a broad, inclusive education and public service advocacy coalition to successfully advocate for student needs and their success	On Track
Expand funding and ensure pathways from M-98 to post-secondary programs.	On Track
Priority 2: Continue strengthening OCCA as an organizational entity.	
OBJECTIVES	STATUS
Provide meaningful opportunities for board members to connect with each other and increase engagement in association activities.	On Track
Continue to align and document the organizational processes of the association	On Track
Priority 3: Elevate, Promote and Support the Student Success Center	
The Oregon Student Success Center leads transformative change by translating emerging trends, research and innovative practices to cultivate student-ready colleges; communicating a statewide vision of student success; and inspiring cultural change on campuses to improve student outcomes and close opportunity gaps.	
OBJECTIVES	STATUS
Work with colleges to implement promising practices	On Track
Liaise with national and state policy and research networks	On Track

2021-2027 OCCA Board Goals

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OCCA Mission:

Leading with racial equity, we advocate, communicate, and collaborate to strengthen community colleges for the benefit of Oregonians, particularly those historically underserved or systemically marginalized in higher education.

PRIORITY 1:

Secure adequate funding to fulfill the mission of community colleges and achieve our goals.

Intended Outcomes:

- *Secure necessary community college funding*
- *OCCA members are well-informed and confident, compelling, effective communicators*
- *Increase stakeholders who are active advocates for community college CSL*
- *Secure funding to increase the annual number of CTE graduates*

Accomplishments

- **Developed, organized, and presented redesigned community college budget presentation to Joint Ways & Means Subcommittee on Education (April 2023)**
- **Developed talking points and informational one-pagers for 2023 Session (2023)**
- **OCCA Staff provided regular advocacy and budget ask updates/trainings to the OCCA Board (2022-23)**
- **Increased CC Caucus membership in both parties in Senate & House for 2023 (2023)**
- **Budget needs have been identified and HECC Agency Request Budget outreach completed (2022)**
- **Local advocacy plans for 2023 created by Campus Advocacy Coordinators (2022)**
- **OCCA staff & college leadership fully engaged with JTUSHE workgroups to help identify recommendations for the final report (2022)**
- **HECC fully funded capital projects in Agency Budget Request (2022)**
- **Adopt CSL policy internally to advance a continuous review of CSL (2022)**
- **Funding for cybersecurity included in HECC Agency Budget Request (2022)**
- **Completed development of OCCA Strategic Communications Plan (October 2022)**
- **CSL and Policy Option Packages presented to HECC F&A (May 2022)**

- Trained two presidents on CSL model (2021-22)
- Talking points drafted for budget ask and policy issues (2021-22)
- Successfully advocated for funding to support Benefits Navigators (2021)
- Increased number of Community College Caucus members (2019-2021)

OBJECTIVE	DUE DATE	INTENDED OUTCOME/ACTION	STATUS	NOTES
1. Comprehensive Budget Ask <i>Staff Lead: John Wykoff</i> <i>Staff Assist: Karen Smith, Katie Archambault</i>		<i>Secure necessary community college funding</i>		
	2022-24	A. Ensure any changes to distribution formula support student success work; and identify costs associated with transition and secure funding.	-CCSF workgroup reviewing options to align distribution formula with student success investments needed. -Workgroup recommendation to the HECC completed. Draft OARs will go to HECC for adoption in June 2023 with implementation in June 2024.	-OPC developed principles for CCSF review and shared with the HECC. -OCCA staff regularly meets with presidents and participates in the college-led task force to support the workgroup.
	2022-23	B. All understand the community college budget ask - Ensure OPC/OCCA members know the foundation definition/baseline of budget ask by providing training sessions/talking points - Review & update training every biennium	*Completed* -OCCA staff provide regular updates / trainings to the OCCA Board at the Oct meeting, Advocacy training, and Legislative Summit	-Advocacy training was developed in addition to established events and will continue to be offered in the future. -Trainings provided talking points and access to and how to use the Advocacy Toolkit.
	2022-23	C. Secure funding from Oregon Legislature to support community college operations and adjustment to post-pandemic enrollment - Identify budget needs for CCs - HECC to include - OCCA Board approves budget request	**Completed** -Budget needs have been identified and HECC Agency Request Budget outreach completed. -OCCA Board approved CCSF budget request for 2023	-OCCA continues to advocate for funding including CCSF and one-time transition funding.

			Session at October 2022 meeting. -Developed, organized, and presented community college budget presentation to Joint Ways & Means Subcommittee on Education in April 2023	-Redesigned budget presentation to incorporate student, presidents, board members, faculty, staff and stakeholders' testimonies over three days of budget hearings.
	2022-24	D. Identify funding needed to close achievement gaps for students under-represented in higher ed - Develop/support budget request for CCs	-Actively engaged in Joint Taskforce for Underrepresented Students in Higher Education (JTUSHE) task force workgroups to develop legislative concepts for 2023 session.	
	2024-27	E. Develop new budget requests and distribution model for new funding that more comprehensively supports student-ready colleges including basic needs, other student supports, and CTE		
2. Develop effective marketing and messaging that unites and promotes all 17 community colleges <i>Staff Lead: Casey White-Zollman</i> <i>Staff Assist: John Wykoff, Katie Archambault, Karen Smith</i>		<i>OCCA members and legislators are well-informed and confident, compelling, effective communicators</i>		
	2022-23	A. Educate legislature on community college funding issues; develop a toolkit on issues important to community colleges for use by board members and advocates - Utilize Voter Voice platform to engage board members and advocates with legislators on budget and policy issues	-Need to bring new CC Caucus members up to speed on issues. Due to limitations on capital access this will be ongoing work leading to February short session advocacy. **Completed** -Talking points developed; additional talking points will be developed as needed during the Session	-Will work with CC Caucus for 2023 session -Talking points and informational one-pagers were developed for HECC Agency Budget Request, OCCA Legislative Priorities, BSN, Oregon Opportunity Grant, CCSF Budget

				Request, Capital construction. Also provided testimony templates for WMS budget hearings.
2022-23	<p>B. Develop detailed Legislative Advocacy Plan</p> <ul style="list-style-type: none"> - Refine CAC plan and distribute - Continue annual OCCMPR/CAC planning retreat; maintain communication & collaboration with both groups 	<p>**Completed**</p> <ul style="list-style-type: none"> -Local CAC plans (based on statewide plan) developed for 2023 -OCCMPR/CAC joint retreat held in mid-July 2022 -Voter Voice campaigns to increase contacts with legislators on policy issues and funding 	<ul style="list-style-type: none"> -2023 Advocacy Plan finalized with monthly themes/actions -Advocacy Toolkit released and posted to Basecamp, OCCA website -Completed eight Voter Voice campaigns during 2023 Session including: SB 523 (2 campaigns – February & March); CTE Month (February); budget (3 campaigns – March, April & May); Oregon Opportunity Grant (April); Capital Construction (May) -OCCA will review Voter Voice analytics following session to determine efficacy of campaigns 	
2020-23	<p>C. Continue to increase champions in senate who will participate in CC Caucus</p>	<p>* Completed *</p> <ul style="list-style-type: none"> -Increased CC Caucus membership in both parties in Senate & House. Added 3 Senate champions in 2022. Developed several new champions and caucus members for 2023 session. 	<ul style="list-style-type: none"> -Will continue work to build strong caucus leading into 2024 February session. 	
2022-25	<p>D. Implement OCCA Strategic Communications Plan</p> <ul style="list-style-type: none"> - Includes plans for increasing advocacy efforts 	<p>**Completed**</p>	<ul style="list-style-type: none"> -Board gave consensus approval in October 2022; implementation underway 	

	2022-25	E. Develop opportunities for OCCA Board Member Training for greater engagement in legislative marketing campaigns - Board Training Conference track	-February 2023 OCCA board meeting included advocacy training as part of the agenda. -Provided advocacy training and issue education at March 2023 Legislative Summit.	-Provided social media advocacy training session at OCCA Conference; developed Advocacy Toolkit
3. Develop a broad, inclusive education and public service advocacy coalition to successfully advocate for student needs and their success <i>Staff Lead: John Wykoff</i> <i>Staff Assist: Katie Archambault, Karen Smith</i>		<i>Increase stakeholders who are active advocates for community college budget ask</i>		
	2022-23	A. Establish a broad & inclusive coalition to support funding to close the achievement gaps	-Engaged in Higher Education Advocacy coalition during 2023 session.	-Consider making this an on-going goal
	2023-24	B. Fully engage in HB 2590/JTUSHE task force to identify needs to close achievement gaps	**Completed** -OCCA Staff & College leadership participated in workgroups to help identify recommendations for the final report.	
	2025-27	C. Work with policy leaders to identify new funding revenue for community colleges & higher education to support HB 2590/JTUSHE recommendations	-Engage in HB 2590 process. Working with coalition of stakeholders.	
	2025-27	D. Establish a unique funding resource for doubling community college student success built on equity goals		
	2023	E. Pass dedicated funding for community colleges (or higher education generally)		-No revenue proposals came out of JTUSHE process and funding was limited for 2023 initiatives.
4. Expand funding and ensure pathways from		<i>Secure funding to increase the annual number of CTE graduates</i>		

M-98 to post-secondary programs. <i>Staff Lead: John Wykoff</i> <i>Staff Assist: Katie Archambault</i>	2021-23	A. Convene an inclusive group of CTE “experts” (presidents, CTE deans, workforce deans, student affairs deans, CCWD) to develop a comprehensive CTE funding methodology/ask	**Completed** -Group convened and POP developed, but not adopted by the HECC.	
	2020-22	B. Methodology should include costs of: Curriculum Development; Equipment; Personnel; Wrap-Around Support Services/Advising	**Completed** -But not pursued as a priority for the ‘23 legislative session.	
	2025-27	C. Create a “fund” to promote and expand CTE pathways (M-98) with K-12 & business	-Continue work	
	2022-23	D. Imbed CTE work in legislative advocacy plan	-CTE Month held in February used to highlight need for BSN (SB 523) & Funding -CTE embedded in advocacy plan with or without dedicated funding	-CTE Month was held virtually again in 2023 due to capital construction restrictions
	2022-23	E. Identify funding options/i.e., M-98	-Continuing work. Work with ODE on rules or look at legislation.	

PRIORITY 2:

Continue strengthening OCCA as an organizational entity.

Intended Outcomes:

- *Organizational processes & policies that align with demonstrated best practices that are consistent and encourage involvement by OCCA Board members.*
- *Increased involvement of sponsored education and training opportunities.*
- *OCCA maintaining strategic communications with members and partners in an effective and timely manner.*

Accomplishments

- DEI committee reviewed Bylaws and Board Policies for commitment to diversity, equity and inclusion, and assist with development of equity lens for OCCA (December 2022)
- Strategic Communications Plan development complete (October 2022).
- OCCA meetings are run effectively with a focus on continuous improvement on member participation (virtual and hybrid) (2021-22)
- Board Forum utilized to provide training opportunities for presidents and OCCA representatives (2021-22)
- Board meeting agendas are sent at least one week prior to meetings and posted to Basecamp. Minutes are posted to Basecamp in a timely manner. Talking Points for each board meeting sent to board members within one week of each meeting (2021-22)
- OCCA held a new board member training in September 2021. Held summer 2022 board training for all CC board members (2021-22)
- OCCA internal operations manual will continue to be reviewed regularly. (2021)
- Roles & Responsibilities document created for OCCA Executive Committee officers (2021)
- Created one-pager overview of each OCCA committee (2021)
- OCCA conducts regular member surveys to inform future education/training events; share results with Member Services Committee (2020-22)

OBJECTIVE	DUE DATE	INTENDED OUTCOME/ACTION	STATUS	NOTES
1. Provide meaningful opportunities for board members to connect with each other and increase engagement in association activities. <i>Staff Lead: Karen Smith</i> <i>Staff Assist: Katie Archambault</i>		<i>Provide members with the information and tools necessary to empower shared advocacy and advance the goals of the association.</i>		
	Ongoing	A. Increase board member (OCCA reps) participation in OCCA Board meetings.	-We continue to hold OCCA Board meetings in person with a virtual option to allow for greater, more accessible participation. At the last few Board meetings, we had almost full Board participation. OCCA staff have been intentional about creating opportunities for engagement through group discussions and breakouts.	Discussion topics have included: <ul style="list-style-type: none"> - Building more local board member engagement - OCCA conference breakout session topics - Board member advocacy - Board member feedback on NCHEMS and SOS audit of community colleges
	Ongoing	B. Empower OCCA reps to engage all community college board members.	-Board meeting recaps -Monthly OCCA updates for OCCA Board members to share with local board members.	-Created handout/talking points after each OCCA Board meeting that OCCA reps can use to engage their local board members in OCCA issues and priorities.

				<p>-In January and May, OCCA created monthly OCCA updates for OCCA reps to use in college board meeting reports to inform other college board members</p> <p>-Working with Member Services Committee to develop a climate survey for all board members to provide feedback on OCCA activities and services.</p>
	2019-25	C. Encourage OCCA Board leadership succession and connections among members by increasing involvement of elected Board members in OCCA-sponsored activities.	-OCCA staff continues to work on expanding communication to all elected board members by sending save-the-date flyers for upcoming events, including all members on our newsletter distribution list, and encouraging all board members to sign up for and engage with VoterVoice, one of our legislative advocacy messaging tools.	<p>-Evaluate post-pandemic event attendance and identify opportunities for increased participation and engagement at all 17 member intuitions.</p> <p>-Continue to encourage feedback on events by having a survey where attendees can share areas for improvement and new ideas.</p>
<p>2. Continue to align and document the organizational processes of the association</p> <p><i>Staff Lead: Karen Smith</i> <i>Staff Assist: Katie Archambault</i></p>		<i>Organizational processes and policies that align with demonstrated best practices that are consistent and encourage board member involvement.</i>		
	Ongoing	A. Provide professional development opportunities for the OCCA Board and elected community college board members statewide.	-Beginning to plan for summer/fall 2023 New Board Member Training.	<p>-Attendance of at least one representative from all colleges at OCCA annual board training workshops.</p> <p>-Nine colleges participated in the 2022 Board Training.</p> <p>-Continuing to explore ways to expand participation to all colleges.</p>

				** Completed ** OCCA held a new board member training in September 2021. Held summer 2022 board training for all CC board members.
	Ongoing	B. Review & revise OCCA Bylaws & Board Policies, as needed - Incorporate diversity, equity, inclusion and anti-racist principles and practices into OCCA Board policies	**Completed** -DEI committee reviewed Bylaws and Board Policies for commitment to diversity, equity and inclusion, and assist with development of equity lens for OCCA. Revisions reflecting staff and DEI committee review were first-read at October 2022 Board meeting and approved in December 2022.	-OCCA Bylaws and Board Policies were revised at December, February & May 2020-21 board meetings to reflect non-voting, ex-officio board member additions, changes to check signing thresholds, and Executive Director evaluation. -DEI subcommittee completed review of OCCA Bylaws and Board Policies using an equity lens. Staff proposed changes as well and worked with the DEI subcommittee to ensure review of these proposed changes before they were brought to the board for consideration at the fall board meeting.

PRIORITY 3:

Elevate, Promote and Support the Student Success Center

The Oregon Student Success Center leads transformative change by translating emerging trends, research and innovative practices to cultivate student-ready colleges; communicating a statewide vision of student success; and inspiring cultural change on campuses to improve student outcomes and close opportunity gaps.

Accomplishments

- Communities of Practice for each math corequisite course meeting through May 2023 (2023)
- Monthly webinar series through 2022-23 academic year (2022-23)
- Early Momentum Metrics submission completed (2022-23)

- Engagement with Transfer Council agenda planning and OAR development to ensure community college interests are represented; ongoing work (2022-23)
- All Oregon Pathways community colleges have completed institutes, mapped programs and have action plans in place (2021-22)
- OCCA/OSSC representative on state Transfer Council (2021-present)

OBJECTIVE	DUE DATE	INTENDED OUTCOME/ACTION	STATUS	NOTES
1. Work with colleges to implement promising practices <i>Staff Lead: Elizabeth Cox Brand</i>	Annually	<i>Data disaggregated by race and ethnicity for every community college in Oregon</i>	**Completed** -2022-23 EMM submission	Metrics were refined with input from IR staff so one year uploaded. Analysis available in fall 2023.
	2018-28	A. Opportunity for all community colleges to implement corequisite courses in Math <ul style="list-style-type: none"> - Technical assistance available to all colleges <hr/> -Scale Math corequisite courses across all Oregon community colleges -Develop plan for implementing corequisite courses in Writing	**Completed** -Communities of Practice for each math corequisite course are meeting through May 2023. -Association of College and University Educators (ACUE) micro-credential, <i>Integrated Learning for Equitable Learning</i> , 2 nd of 3 cohorts underway in spring term 2023.	-Four conference presentations on corequisites in AY 2022-23. -Enlisted two faculty mentors to work with peers in AY 2022-23. -11 community colleges have participated (34 individuals); third cohort in fall 2023.
	Ongoing	B. Oregon Pathways Implementation: <ul style="list-style-type: none"> - Direct transfer as junior - Employment in family sustaining career 	**Completed** -Monthly webinar series through 2022-23 academic year https://www.education-first.com/student-success-centers/	-Partnership with AZ and WA -12 webinars -1,229 total registrants; 466 total Oregon registrants -16 of 17 colleges participated
2. Liaise with national and state policy and research networks <i>Staff Lead: Elizabeth Cox Brand</i>	2023-25	A. OCCA representative to Transfer Council	**Completed** and Ongoing Engagement with Transfer Council agenda planning and OAR development to ensure community college interests are represented.	-Develop talking points for CC co-chair presentation to HECC

	2023-24	B. Network Leadership Team (NLT), Student Success Center Network (SSCN)	-Select group of Success Center Executive Directors who work with JFF to guide direction of the SSCN.	-NLT Member 2023-34
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