

Colorado Community College System

Strategic Plan

2015-2025

BOLD SOLUTIONS

 Goals  Key Strategies  Key Performance Measures 



Letter from the President

On behalf of the State Board for Community Colleges and Occupational Education, the 13 colleges across our System, and the many communities we serve, I am pleased to share the Colorado Community College System Strategic Plan 2015-2025.

This important document reflects the best thinking of our Board, our faculty and staff, our administration, our students, our communities, and our partners and policy-makers across the State. The Plan is derived from an extensive outreach effort, rooted in a community engagement strategy that involved a year of meetings, focus groups, and feedback solicitations.

Over the past year, our constituents throughout Colorado shared a narrative of their lived experiences, their needs and challenges, their successes and their aspirations for the future of the colleges, their communities, the System, and the State.

Students are our focus. We are proud of the thousands of students that benefit from our caring faculty and staff and our carefully conceived and delivered education and services. We appreciate the dedication of our communities' leaders in assuring our relevance and effectiveness.

Across the country, leaders recognize the essential role that community colleges play in creating our workforce and ensuring our financial and social future. We heard these messages proclaimed here in Colorado as we listened to the stories of how our partnerships built businesses and local economies, and of how our students left our institutions to become leaders in their communities.

All of these successes are not enough. The challenges of the future demand that we continue to grow and change, to disrupt old models and develop new ways to reach our collective goals. This Plan is our roadmap to the future. Our desire for greater outcomes for our students and our imperative to fulfill the needs of our constituents drive the case to be bold as we devise these strategies for success. We are the Colleges of Right Choice for Colorado.

Finally, I want to thank the hundreds of people across the State of Colorado who contributed to the development of this Plan. You shared your stories of pride and success, of challenges and of triumphs. As importantly, you shared your dreams for the future. **Your stories and aspirations are the foundation for this important work.**

Sincerely,



Nancy J. McCallin, Ph.D.
President
Colorado Community College System



Our Mission and Vision

Vision

Colorado community colleges are unsurpassed at providing quality educational opportunities for all who aspire to enrich their lives.

Mission

To provide an accessible, responsive learning environment that facilitates the achievement of educational, professional, and personal goals by our students and other members of our communities in an atmosphere that embraces academic excellence, diversity, and innovation.

About the Colorado Community College System

The Colorado Community College System (CCCS) is the largest higher education provider in the State of Colorado, serving more than

151,000 STUDENTS

each year. Our **13 COLLEGES** are statewide economic engines, building the innovative workforce and business partnerships that support a vibrant, growing Colorado economy.

half

CCCS trains more than the nurses in the state and more than

90%

of the first responders.



48%

Community colleges serve of all minority undergraduate students in higher education in Colorado &

41%

of all undergraduates in the state.

“Community Colleges provide opportunities for all, particularly the impoverished, to both excel in life and create a solid foundation to advance. I enjoy being a student at Pikes Peak Community College because not only do I learn from my professors, but I also learn from the diversity of my peers.”

Robert Romesburg, *Pikes Peak Community College Graduate*

35%

of our students are minorities.

55%

of our students are female.

54%

of our students are under 25 years old.

94%

of our students are Colorado residents.



Challenges

- **Funding** for community colleges, and all of higher education, remains low. The Colorado Community College System will continue to work with policy makers to improve funding and create innovative partnerships that build prosperity.
- **Changing workforce needs** demand that community colleges continue to be innovative and responsive with programs that meet business and industry needs, both today and in the future.
- **Campus infrastructure** needs additional investment. We will continue to work on creative ways through partnerships and grants to keep our buildings safe and provide the optimum learning environment.

Hallmarks of Community Colleges

Affordable tuition allows many Coloradans the chance to earn a quality education that will enrich their lives.

Flexibility is one of the hallmarks of community colleges. Community colleges can quickly adapt to an industry's needs by creating programs for specific skill sets in emerging career areas. For our students, we have locations throughout the state and flexible class schedules to meet their demanding lifestyles.

Open access allows anyone who is college ready an opportunity to attend one of our 13 colleges throughout the state.

Colorado Community Colleges Online provides distance learners the ability to study at their convenience from anywhere in the state or world. Increasingly, students growing up in the digital age are demanding colleges without walls.



Opportunities

- **Business and organizational partnerships** are the lifeblood of community colleges' ability to provide high quality education, and we work hard to ensure that our academic programs reflect the true needs of the careers of tomorrow. Our colleges help partners increase efficiency, productivity, and profitability through highly skilled workers and managers, specialized workforce training, and leadership development.
- **Collaboration** through statewide partnerships provides an excellent opportunity to meet the workforce demands of our state's businesses and helps our economy grow and the students obtain quality and good paying jobs.

Transferring community college courses to four-year institutions is a smart way for students and taxpayers to save money. Through agreements with community colleges and four-year institutions, students can complete the first two years of college at community colleges before transferring to a more specialized education at a four-year university for the final two years of a student's education.

The authority for community colleges to offer a **Bachelor of Applied Science** degree was granted in 2014 by the Colorado General Assembly. Students can now pursue a four-year degree in fields that currently are not offered by four-year institutions.

Our colleges provide **college-level courses for high school students** who are academically ready at no expense to Colorado families. This is an excellent solution to providing affordable higher education. This innovative program provides an opportunity for all students to reach their academic potential. We find that some students get an associate's degree and their high school diploma at the same time.

- **Technology** is critical to providing the best services to both students and staff. New technology changes at lightning speed. Our classrooms are equipped with the latest technology so that students are prepared for the demanding needs of the workplace. Because of this, there are new opportunities to provide new online delivery and innovative programs such as immersion classes that provide remarkable learning environments.
- **Social media** brings many new avenues to educate the public about the value that community colleges bring to both students and economic development. Many of the outlets are low or no cost and have a wide audience. Because of the ever changing nature of social media and internet communications, community colleges need to monitor those changes and adapt to them on a regular basis.
- **Professional Development** is a priority for community colleges. As the world changes, it is important that people continue to learn and grow throughout their careers. Professional development also enables faculty and staff to access information on new trends and developments to enhance their knowledge base to better provide students with the freshest and most-up-to-date information.

“Otero Junior College, through the implementation of the Strategic Plan, will not only ensure that it is meeting the academic needs of its students and community but will also set out a vision for addressing challenges and opportunities in the future.”
Tracy Pepper, member, *Otero Junior College Advisory Council*

TRANSFORM THE
STUDENT
EXPERIENCE

TRANSFORM OUR OWN
WORKFORCE
EXPERIENCE

CREATE EDUCATION WITHOUT BARRIERS
THROUGH TRANSFORMATIONAL
PARTNERSHIPS

REDEFINE OUR
VALUE PROPOSITION
THROUGH ACCESSIBILITY, AFFORDABILITY, QUALITY,
ACCOUNTABILITY, RESOURCE DEVELOPMENT,
AND OPERATIONAL EXCELLENCE

BOLD
SOLUTIONS
THE 2015 - 2025 GOALS
COLLEGES OF RIGHT CHOICE

TRANSFORM THE STUDENT EXPERIENCE

Community colleges focus on students and their success. Excellent teaching, learning, thinking, experiencing, and succeeding are keys to the future. CCCS students learn the most up-to-date professional skills and know-how from outstanding faculty who are accomplished professionals with real-world experience in their fields. Community colleges focus on the whole student experience, inside and beyond the classroom.

“ Here at Colorado Northwestern Community College, I have been learning things I didn't know I didn't know! The environment has been conducive for learning and the instructors have been most helpful. I have enjoyed the process of finishing my degree here. I know it will open more doors of opportunity for me in the future. I am thankful for CNCC and glad that education can happen at any age. ”

Gisele Futch, *Colorado Northwestern Community College Foundation Student Intern*

“ The deepest and richest part of my job is the variety of the people I get to teach. Some are older students struggling to further their credentials while working jobs and raising children. Some are immigrants trying to get a handle on the skills that can gain them a foothold in the American middle class. Some are young people with good academic records who choose a two-year college for financial reasons, or because they're needed at home. Some did not do well educationally in the past, and are trying to overcome whatever once held them back. With all, every inch of progress matters. Not all of their attempts are successful. But with each, the attempt is meaningful, and with some, the results are inspiring. Every time somebody learns something, the world grows. ”

David Frankel, *English Instructor, Lamar Community College*

KEY STRATEGIES

- Design rigorous educational experiences that combine the delivery of practical knowledge with the development of student creativity and innovation
- Implement and scale-up proven student-support mechanisms that partner with students to confront and overcome educational barriers
- Create an innovation fund to foster student success through the utilization of best practices, such as technology-enhanced, immersive simulation and predictive analytics

KEY PERFORMANCE MEASURES

- Increase number of certificates and degrees awarded by one percentage point annually
- Exceed the national fall-to-fall retention rate for full- and part-time community college students by 2025
- Assure equity in outcomes for students from underrepresented groups, as compared to overall student outcomes
- Review and, as appropriate, redesign programs of study in five state-wide disciplines per year to better serve student needs
- Beginning in Fiscal Year 2017, develop 10 competency-based courses per year
- Design three accelerated and competency-based strategic pathways per year in statewide disciplines with high student demand beginning in FY 2020
- Increase online and hybrid share of enrollment annually by one percentage point beginning in FY 2017



TRANSFORM OUR OWN WORKFORCE EXPERIENCE

When students succeed, community college faculty and staff succeed. Community colleges must have talented, dedicated individuals who are well-prepared in their fields, come from diverse backgrounds and understand their students' diverse backgrounds and needs, and are continually keeping up with the latest technology, techniques, and innovations.

Community college students learn from the role models they meet every day in their colleges. One of our top priorities is to create the right work environment that attracts, energizes, engages, and excites the finest faculty and staff.

“These guys are not just teachers, they’re artisans. The curriculum is designed in such a way that what you learn in the first semester, you carry on to the second and use throughout the rest of your two years in the program and beyond. It’s a life-long learning experience that you start here and you continue for the rest of your life.”
Gary Yee,
*Gunsmithing student,
Trinidad State
Junior College*

KEY STRATEGIES

- Develop a workforce that reflects student diversity
- Reward teamwork, innovation, and measurable outcomes through employee recognition programs and compensation
- Develop technology-based, best practice repositories as employee resources
- Support learning through professional development
- Develop future leaders for our institutions

KEY PERFORMANCE MEASURES

- Disaggregate diversity/representativeness statistics of workforce, then set goals and develop a plan by group to measure the success of outreach and retention efforts in moving towards a workforce that reflects student demographics
- Increase the use of learning object repositories in three statewide disciplines per year
- Devise a pilot evaluation system that rewards innovation, team accomplishments, and measurable outcomes by 2018
- Achieve the goal that 25 percent of employees annually will engage in professional development
- Complete a succession planning process for System and college leadership by 2020



CREATE EDUCATION WITHOUT BARRIERS THROUGH TRANSFORMATIONAL PARTNERSHIPS

Our colleges work to remove barriers that may impede student success by thinking creatively and disrupting old models. Advancing our future is a community affair, fueled by innovative collaboration, key partnerships, and collective resources.

“The Electrical Labs at Red Rocks Community College (RRCC) have provided invaluable training to several of Hazen Research, Inc.’s employees. These individuals are involved in the design, construction, and commissioning of process control systems for our process pilot plants. Their skills and ability to work more independently have dramatically improved as a result of the training from Red Rocks Community College. Hazen intends to continue its association with RRCC as a valuable resource for our employees.”

Charles W. (Rick) Kenney,
*Vice President,
Hazen Research, Inc.*

KEY STRATEGIES

- Develop additional partnerships with businesses, K-12, community organizations, policy-makers, and other higher educational institutions
- Devise technology-supported and hybrid educational delivery solutions that transcend time and place barriers, maintain high quality, and foster student success
- Develop competency-based criteria to grant credit for prior experiences in order to widen educational pathways while reducing time to credential completion
- Design experiential learning opportunities in all programs

“We realize we’ve got an aging workforce. We need a better pipeline to an educated workforce, and that’s what Front Range Community College is providing.”

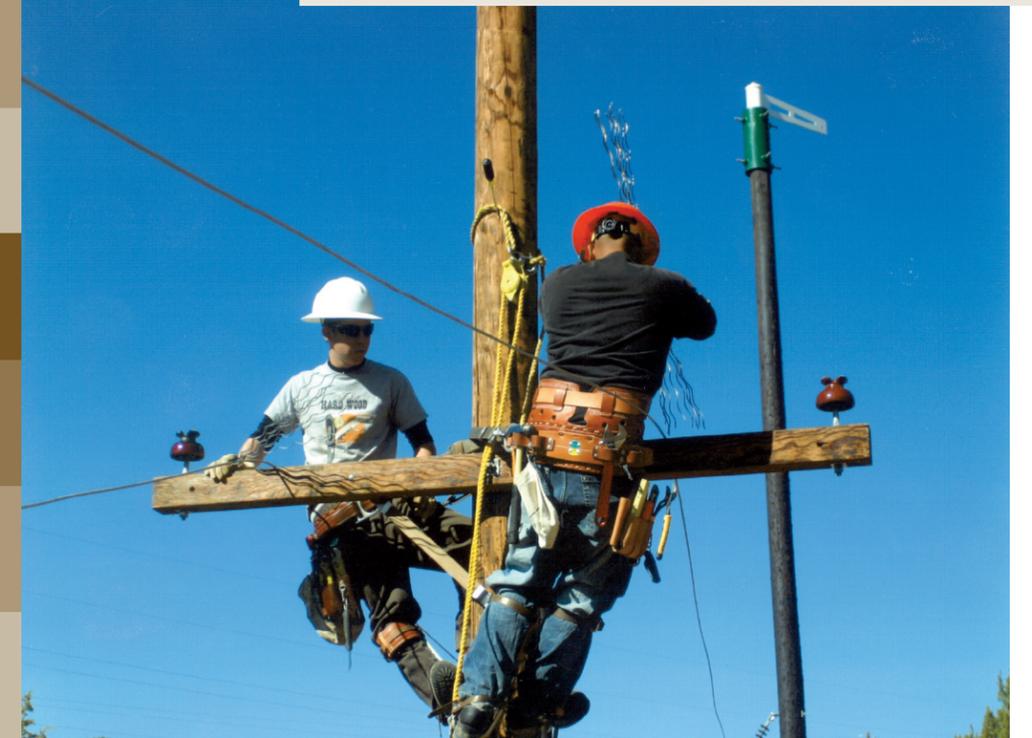
Bill Gundry, *continuous improvement facilitator, Woodward, Inc.*

KEY PERFORMANCE MEASURES

- Increase concurrent enrollment compared to the overall increase in high school enrollment
- Increase transfers to four-year institutions of students who earn at least 15 credits, for all students and specifically for underserved populations, by two percent per year beginning in FY 2017

“The Eastern Workforce Region is an invested partner in Morgan Community College, and all community colleges. The availability of relevant programs assists our workforce centers in serving local businesses with work-ready applicants. The affordability of community colleges allows us to serve more students annually.”

Dawn M. Garcia, *Regional Director, Eastern Workforce Region*



REDEFINE OUR VALUE PROPOSITION

THROUGH ACCESSIBILITY, AFFORDABILITY, QUALITY, ACCOUNTABILITY, RESOURCE DEVELOPMENT, AND OPERATIONAL EXCELLENCE

Excellent organizations are great investments. Community colleges fulfill their mission, vision, and goals by assuring the highest standards of operational excellence and accountability, by demonstrating value across all operations, by attracting critical resources, and by ensuring accessibility to students throughout the community.

“Every year, I learn more and more about Pueblo Community College and greater realize the importance of the PCC Foundation. For instance, I’ve learned how the Foundation continues to assist our students with scholarship funding and how we work with the administration, faculty, and staff in an effort to build upon the college’s programs of academic excellence. It gives me great pride to be associated with this organization as it is committed to the betterment of this institution and ultimately our community. I am involved because I know that Pueblo Community College and the PCC Foundation are committed to changing lives.”

Sharon Swerdfeger,
Former Chair, Pueblo Community College Foundation Board

KEY STRATEGIES

- Develop system-wide capacity in institutional research and data analytics to support a culture of inquiry, evidentiary decision-making, and student success
- Increase external resource development capacity to allow investment in student scholarships, and in appropriate physical and technological resources that support high quality learning experiences
- Promote the value of community colleges and of our successful student outcomes to prospective students, policy-makers, and taxpayers

“The faculty support and applaud all efforts and strategies system-wide focused on improving and increasing high quality affordable educational opportunities for all Coloradoans.”

Mike Vair, *Professor of Math, Northeastern Junior College*

KEY PERFORMANCE MEASURES

- Develop metrics for social media impressions and click-through rates and propose appropriate goals
- Develop greater capacity in predictive and summative analytics system-wide by FY 2020
- Increase outside resources from public and private sources by increasing private fundraising by five percent and grant generation by five percent per year
- Calibrate tuition levels to other Colorado institutions of higher education, maintaining greater affordability



How The Plan Was Developed

In late fall of 2013, Dr. Nancy J. McCallin, CCCS President and the State Board for Community Colleges and Occupational Education (SBCCOE) initiated the review of the 2009-2014 Strategic Plan and the accomplishment of the goals and key performance measures stated in the Plan. The Plan review and development was designed as a broadly inclusive strategy, unprecedented in the System's history, to engage a large cross-section of the System and colleges' constituents.

In February 2014, the SBCCOE, Presidents Council, and System Executive Staff were the first groups to engage in the development of the new Plan goals and reaffirmation of the Mission and Vision. Throughout the spring and into late summer, Dr. McCallin and Dr. Linda Bowman visited all of the 13 colleges in the System, sharing background information and conducting focus groups that probed the most important issues for students, faculty and staff, the colleges, the System, and the State. In addition, Dr. McCallin conducted informal Question and Answer sessions at every college after the planning session. Dr. McCallin and Dr. Bowman also conducted focus group sessions with the following: Foundation for Colorado Community Colleges; State Faculty Advisory Committee; and System office leadership, statewide policy-makers and legislators, System Foundation members, and business community leaders.

This Plan represents the best thinking of broad groups of System and college constituents who provided a narrative of their lived experiences, their needs and challenges, their successes, and their aspirations for the future of the colleges, their communities, the System, and the State.



Arapahoe Community College
Colorado Northwestern Community College
Community College of Aurora
Community College of Denver
Front Range Community College
Lamar Community College
Morgan Community College
Northeastern Junior College
Otero Junior College
Pikes Peak Community College
Pueblo Community College
Red Rocks Community College
Trinidad State Junior College

“As a student I started at CCD and had a very positive experience there. After graduation I transferred to CU Boulder and finally DU Law School. Of all three schools CCD was my favorite. I eventually become a member of the faculty. The diversity at CCD makes everyone feel welcome and connected to the school. As a professor, I could not imagine teaching anywhere else, I know each and every one of my students and I have a personal commitment to see them succeed.”
Assistant Professor Karey James, Esq.,
Paralegal Department, Community College of Denver

“ I couldn't have gotten this far without the support of the faculty at CCA and their willingness to work with me, despite my heavy academic load and a full-time job. I always felt a sense of community there and it will always be a part of my journey. ”

Kerrie McCallum, associate of general studies student, Community College of Aurora

“ Imagine a room where anyone who walks through the door is welcome. Now imagine that same room is a classroom, where the possibilities for transformation are endless, where all those within are encouraged to find the joy in intellectual discovery and the satisfaction of self-understanding. Imagine this room is in a community college. How could I not love teaching in such a room as this? ”

Kim Moultney, Faculty, College Composition and Reading, Arapahoe Community College



COLORADO COMMUNITY
COLLEGE SYSTEM

www.cccs.edu