



PROCESS OVERVIEW

Phase 1 - To gather experiences and future ideas from students, faculty, staff, employers, community partners, and the general public, every community college hosted listening sessions at its campuses, including a virtual option. These 36 sessions produced hundreds of ideas and comments. Information was also gathered from individual interviews with some State Board for Community College and Occupation Education (SBCCOE) members, Foundation for Colorado Community Colleges Board members, senior leadership, college presidents, and representatives from other state community college systems. All this input was organized into a comprehensive report that summarizes key themes based on the guiding principles of Education for All, Economic Mobility, Partner of Choice, Empowered Talent, and Power of 13.

Phase 2 - After considering the Phase 1 data and themes, the SBCCOE, CCCS Executive Leadership, and college presidents developed mission, vision, and values statements, as well as goals and strategies through a co-creation process over three sessions that engaged all participants. College presidents discussed and determined board directional measures for each goal for reporting future progress to the SBCCOE. Over the course of the next year, staff will develop baseline data and targets for the measures. The SBCCOE plans to adopt the strategic plan set forth below in December 2024.

To bring the strategies to life, action plans will be developed at the System and college level. In addition to board directional measures, the college presidents will develop and report additional success measures to the Chancellor, as the chief executive officer of the System, for progress tracking and accountability.



MISSION

The Colorado Community College System, powered by 13 colleges, enriches lives and builds communities as the premier provider of education that is high-value, career-connected, and life-long.

VISION

CCCS will be the first and best path for all to achieve a more prosperous and fulfilling life.

VALUES

Learners First - We prioritize success in all that we do by creating supportive environments that empower learners to define and achieve their goals.

Educational Excellence - We deliver relevant, data-informed, valuable learning experiences that meet the highest standards of academic and professional training.

Culture of Belonging - We uplift diverse communities to strengthen our collective impact by ensuring all learners and employees are valued, included, and supported.

Bold and Creative Leadership - We seize opportunities to collaborate and challenge each other to take risks, find solutions, and continuously improve as we reimagine higher education.

Community Advancement - We integrate with our communities to drive shared prosperity by cultivating skilled talent, enriching cultural and civic engagement, and fostering meaningful employment that supports state and regional economies.

GUIDING PRINCIPLES AND GOALS

Economic Mobility - Increase relevant offerings that will result in successful learners earning a sustaining wage.

Education For All - Increase equitable, learner-centered environments that support all learners meeting their goals.



Empowered Talent - Increase our ability to attract, retain, and sustain the highest quality workforce to advance our mission.

Partner of Choice - Increase capability, trust, and credibility with partners across all sectors to build shared prosperity.

Power of 13 - Increase shared opportunities to grow enrollment, improve quality, and achieve cost efficiencies through consortial models and collaboration while leveraging each college's unique strengths.

DRAFT



GUIDING PRINCIPLE

Economic Mobility

GOAL

Increase relevant offerings that will result in successful learners earning a sustaining wage.

BOARD DIRECTIONAL MEASURE

Increase the percentage of completers earning a living wage at three years and five years post completion. (Definition of completer being last completed credential)

STRATEGIES

Inventory, assess, and act to improve all program alignment with employer needs to position learners for immediate and career earning potential.

Expand fully integrated learn-to-earn opportunities.

Enhance transfer and career success pathways.

Implement targeted investments that drive enrollment and attainment in programs that lead to sustainable, high-paying careers.



GUIDING PRINCIPLE

Education For All

GOAL

Increase equitable, learner-centered environments that support all learners meeting their goals.

BOARD DIRECTIONAL MEASURE

Increase percentage of overall success (completion, transfer, or skills builder) among all learners.

STRATEGIES

Develop consistent, equitable, and effective learner-facing services and navigation support across all colleges.

Build a culture and compelling narrative that positions learners' career success as integral to the colleges' success.

Design and implement frictionless and flexible systems, structures, and protocols to drive learner success.



GUIDING PRINCIPLE

Empowered Talent

GOAL

Increase our ability to attract, retain, and sustain the highest quality workforce to advance our mission.

BOARD DIRECTIONAL MEASURE

Increase CCCS retention for employees within their first three years of employment.

STRATEGIES

Increase employee total compensation. *¹

Enhance recruitment by elevating the Colorado Community College System as an employer of choice.

Create a culture of belonging built on robust recognition of employee expertise and shared governance to advance our academic endeavors and improve lives through education.

Expand professional development and leadership training to enhance advancement opportunities and drive success.

¹ Total compensation is defined as the complete package of monetary and non-monetary benefits that includes compensation, benefits, and perks specific to CCCS (positive mission and culture) that contribute to an employee's overall earnings and well-being.



GUIDING PRINCIPLE

Partner Of Choice

GOAL

Increase capability, trust, and credibility with partners across all sectors to build shared prosperity.

BOARD DIRECTIONAL MEASURE

Increase percentage of learners engaging in work-based learning.

STRATEGIES

Implement an approach to partnership management that builds trust and outcome-based relationships with partners.

Demonstrate responsiveness and collaboration throughout our 13 colleges to maximize the partner experience.

Improve partner satisfaction and engagement by aligning internal systems and processes to remove barriers and promote efficiency.



GUIDING PRINCIPLE

Power of 13

GOAL

Increase shared opportunities to grow enrollment, improve quality, and achieve cost efficiencies through consortial models and collaboration while leveraging each college's unique strengths.

BOARD DIRECTIONAL MEASURE

Achieve and maintain Composite Financial Index rating for all colleges and the system.

STRATEGIES

Build a "Power of 13" culture of collaboration and sharing across campuses to provide seamless, supportive services to all learners.

Create a unified platform that provides any learner with a comprehensive view of all offerings across CCCS.

Leverage system-wide talent and resources to grow enrollment and create efficiencies by aligning processes, reporting, and dashboards to ensure a vibrant statewide network of educational opportunities.

Develop a robust internal and external communication strategy to elevate CCCS colleges by highlighting pathways from learning to earning.



Acknowledgements

This strategic plan is the results of the time, expertise, collaboration, and support of many people:

- ◆ Students, faculty, staff, community members, industry and K-12 partners who participated in listening sessions or submitted comments.
- ◆ College presidents and teams
- ◆ System Office executive, senior staff and teams
- ◆ State Board for Community Colleges and Occupational Education
- ◆ Foundation for Colorado Community Colleges
- ◆ State Faculty Advisory Council
- ◆ State Instructor Advisory Council
- ◆ State Student Advisory Council
- ◆ Anonymous Donor
- ◆ Gary Community Investments
- ◆ The Colorado Trust
- ◆ Zoma Foundation
- ◆ Colorado Succeeds
- ◆ Keystone Policy Center
 - Charles Dukes
 - Allison Faeder
 - Renny Fagan
 - Trace Faust
 - Addie Fischer
- ◆ Confluence Strategies
 - Inta Morris
- ◆ Alison Griffin, LLC
 - Alison Griffin
- ◆ Community college peers
 - IVY Tech (Indiana)
 - Virginia Community College System
 - Texas Association of Community Colleges
- ◆ Western Interstate Compact on Higher Education
- ◆ National experts
 - Dr. Dhanfu Elston, Vice President for Strategy, Complete College America
 - Paul Fain, Editor, The Job
 - J.B. Holston, Senior Advisor, Greater Washington Partnership
 - Shalin Jyotishi, Senior Advisor and Founder, Future of Work & Innovation Economy Initiative, New America
 - Rachel Kahn, Deputy Director – Community College Growth Engine, Education Design Lab

Strategic Plan

2025 – 2030



COLORADO

COMMUNITY COLLEGE SYSTEM

- Dr. Martha Kanter, CEO, College Promise and former U.S. Under Secretary of Education, U.S. Department of Education
- Chauncy Lennon, Vice President for Learning and Work, Lumina Foundation
- Dr. Dwinita Mosby Tyler, Founder and Chief Catalyst, The Equity Project
- Dr. Michelle Van Noy, Director, Education and Employment Research Center at the School of Management and Labor Relations, Rutgers University
- Dr. Joel Vargas, Vice President, High School through College, Jobs for the Future
- Dr. Josh Wyner, Executive Director, College Excellence Program, The Aspen Institute

DRAFT