

# STATE BOARD FOR COMMUNITY COLLEGES AND OCCUPATIONAL EDUCATION

December 8, 2021

**TOPIC:** Board's Top Priorities/Initiatives for 2022-2024

**PRESENTED BY:** Joe Garcia, Chancellor

## **EXPLANATION:**

At the Board's retreat held October 28-29, 2021, the Board, in consultation with the Chancellor and Presidents, discussed current strategic priorities, key initiatives and new priority areas, as well as an approach to a future comprehensive CCCS strategic plan.

Below is a recap of the Board's top strategic priorities with selected key initiatives noted within the listed priority.

- Increase Student Success
  - Implement "*Finish What You Started*" programs, a/k/a "*Return to Earn*", at all System colleges
  - Develop and implement strategies to address pandemic related learning loss
  - Market *Bridge to the Bachelor's Degree* program to all entering freshman to increase successful transfer and graduation rates.
  
- Close Equity Gaps
  - Law Enforcement Redesign
  - Implement Teaching Excellence Initiative at all System colleges
  - Complete Equity Policy Review
  - Continue Support for college level Equity and Inclusion Councils
  - Disaggregate all reportable student success data to identify gaps
  
- Strengthen Workforce Development
  - Skills Institute (non-credit)—Raise funds and implement
  - Centers of Excellence, e.g. Energy
  
- Improve and Enhance Concurrent Enrollment with a focus on improving financial model and net revenues to colleges
  
- Implement inclusive hiring practices and employee retention efforts to achieve a CCCS workforce that reflects student and community demographics
  - Manage urgency of workforce recruitment and retention, and impacts of pandemic, e.g. compensation, changes in how we work, time and place flexibility

- Focus on Regaining and Recovering Enrollment Losses
  - Focus on the Adult Learner - Adult Enrollment Summit –Plans for Each College—Build Instructional delivery approaches that accommodate adult learners instead of college faculty and staff
  - Leverage consortia approaches to educational and training offerings such as Colorado Online, the Rural College Consortium, and the development of workforce focused BAS offerings in high demand, high wage professions.
  - Expand Online and hybrid options to reach existing and new markets e.g. working adults, mid-career changers, employees with employer provided education benefits, “skills builders”
  - Develop plan for comprehensive approach to SEM (Strategic Enrollment Management) e.g., the growing Latino demographic, high school student matriculation, recruitment of urban students who want a residential experience, expansion of facilities in high growth areas of the state
  
- Ensure Rural College Sustainability
  - Rural College Consortium
  - Solutions for student housing challenges

At the retreat the Board determined the following next steps:

1. Review draft of the Board’s Top Priorities/Initiatives for 2022-2024 at December Board 8<sup>th</sup> meeting and schedule for official Board approval in February 2022.
2. Publish the Board’s Top Priorities/Initiatives 2022-2024 as an official addendum/supplement to the 2015-2025 Strategic Plan.
3. Add to the Board agenda regular updates on the 2022-2024 Board’s Top Strategic Priorities/Initiatives.
4. Appoint an *ad hoc* committee to recommend a plan to pursue a future CCCS Comprehensive Strategic Plan as the 2015-2025 plan comes to a close. The Board concluded that now is not the time to begin a comprehensive strategic planning process because there exists a solid set of top strategic priorities and “big” initiatives that the system is implementing, and the Board has demonstrated a willingness to periodically review and revise the current plan, when necessary and appropriate. Furthermore, in the midst of the COVID-19 pandemic, our system is urgently and aggressively developing strategies to push strategic enrollment management, managing the urgency of retaining and attracting a high quality CCCS Workforce, and expanding our consortia approach to offerings

such as the expansion of BAS offerings, Rural College Consortium, and Colorado Online@\_\_\_\_\_.