

# STATE BOARD FOR COMMUNITY COLLEGES AND OCCUPATIONAL EDUCATION

December 13, 2023

**TOPIC:** Developing the Next Strategic Plan (2025-2030)

**PRESENTED BY:** Diane Duffy, Executive Vice Chancellor and Chief Strategy Officer

## **RELATIONSHIP TO THE STRATEGIC PLAN:**

As the current CCCS strategic plan (*Bold Solutions: 2015-2025*) nears its end-date, December 2024, the SBCCOE and CCCS Executive Leadership (Presidents and System Office executives) will focus this coming year on developing the next strategic plan - CCCS 2025-2030.

## **EXPLANATION:**

This paper summarizes (1) the current strategic plan and adjustments made over the last five years to adapt and stay relevant in a dynamic environment, (2) activities to date to prepare for the development of a new strategic plan, and (3) the timeline and major activities over the next 12 months to develop and launch the strategic plan for 2025-2030.

## **Current Strategic Plan: Bold Solutions 2015-2025**

CCCS *Bold Solutions 2015-2025* was approved by the Board in 2014-2015. The plan is structured with four broad themes:

- Transform the Student Experience
- Create Education without Barriers through Transformational Partnerships
- Redefine our Value Proposition through Accessibility, Affordability, Quality, Accountability, Resource Development
- Operational Excellence

The plan includes 18 Key Performance Metrics (KPMs). The Board received progress reports on the 18 KPMs during the first three years of the plan.

In 2018, with a new Chancellor, the Board identified key priority areas within the plan for focus: student success (credential completion, transfer etc.), equity, concurrent enrollment, and creating a more diverse, inclusive, and equitable CCCS workforce. In 2020, amid the pandemic the Board added workforce development and the urgency to prepare and reskill Colorado workers to fuel the economic recovery and beyond.

Since 2018, the Board received annual reports on the key priority areas. The other aspects of the 2015-2025 plan are reported to the Chancellor in December of each year and documented in the Chancellor's KPM Report.

At the December 13, 2023, board meeting, Dr. Pirius, Vice Chancellor of Academic and Student Affairs, will present the annual strategic plan progress report focused on student success and equitable student outcomes, including a demonstration of data dashboards which allows users to drill down by college and for college-to-college comparisons, as well as additional demographic disaggregation of leading and lagging indicators. Dr. Ryan Ross, Associate Vice Chancellor, Student Affairs, Equity, and Inclusion will report on systemwide

strategies aimed at improving our organization's performance in closing equity gaps and encouraging inclusion. Christina Cecil, Chief Human Resources Officer, will present the annual CCCS Workforce Report that reports progress on achieving a CCCS workforce that reflects student and community demographics. Finally, Danielle Bundy, CCCS Director of Internal Audit will report on the 2023 CCCS Risk Assessment which is tied to the Strategic Plan's Key Performance Measure Map.

### **Activities to Date to Prepare for the Development of a New Strategic Plan**

During the Board's October 2021 Retreat, the Board reviewed the strategic priorities for 2022-2024. The priorities are: increase student success; close equity gaps; improve and enhance Concurrent Enrollment; create a more diverse, inclusive, and equitable workforce; and strengthen workforce development. In addition, in response to the impacts of the COVID-19 pandemic, the Board added a focus on regaining and recovering enrollment losses and managing with urgency retaining and recruiting the CCCS workforce. The Board held an extensive discussion about a future CCCS Strategic Plan and authorized an ad hoc committee to develop recommendations for the next strategic plan. Also, during the retreat, the Board discussed with CCCS Leadership the "big" initiatives underway, including expanding consortia approaches to educational program offerings such as the expansion of BAS offerings, course sharing via the Rural College Consortium, the new model for online learning, and the Colorado Skills Institute. Note: In November 2023, the Board approved an investment package - Strengthening Our Foundation – to ensure successful implementation of these transformational initiatives. Over the course of the year, the ad hoc committee studied and heard from experts on the best approaches to strategic planning including aspects best suited for a governing board of a multi-institution system. The ad hoc committee recommended the next strategic plan cover a five-year period and be approved by the Board in December 2024, and outlined key components and timeline.

At the Fall 2022 retreat, the Board and CCCS leadership began working on "big picture" directionality and preliminary themes. Over the course of the year, the Board heard a presentation from the Colorado Commission on Higher Education (CCHE) on the new state strategic plan for higher education called *Building Skills for an Evolving Economy* focuses on advancing the economic mobility of Colorado's learners and earners by aligning postsecondary talent development with industry and statewide needs. It sets a vision to increase the number of learners not being served by the Colorado postsecondary education ecosystem by offering those learners a path forward. The plan prioritizes educational pathways that are economically viable – those that lower costs for students, invest in proven learner support programs and increase collaboration with employers. Also, during the year two panel presentations were held – one focused on workforce and the other on equity. The panels featured experts identifying the most significant questions and challenges facing learners and employers. The panelists offered their best advice on three focus areas for the next CCCS strategic plan.

During the September 2023 Board meeting, Governor Polis set the stage and described his expectations of CCCS. The Board and CCCS Leadership continued discussions about the current landscape and significant changes occurring including shifting trends in "customer demand," in terms of both students and employers. Changing student demographics with declining traditional student enrollment, growing racial and ethnic diversity of learners, and increasing need to up-skill and re-skill for employment, including many more adult learners.

The workforce demands of Colorado's employers, business, and industry are changing as Colorado's economy is diversifying and evolving, growing strengths in areas such as technology, health care, clean energy, aerospace, among others. The group continued to refine five preliminary strategic themes for the strategic plan that will be evaluated during CY 2024

- Economic Mobility – the guiding north star
- All Learners
- Partner of Choice
- Power of 13
- Empowered Talent.

### **CY 2024 and the Development of the New Strategic Plan**

We envision the strategic visioning and planning process in two phases in CY 2024.

**Phase 1** (January 2024 to June 2024): **Listening and Learning** – CCCS leadership, comprised of the State Board for Community Colleges and Occupational Education (SBCCOE), Chancellor, 13 College Presidents and System Office Executive Team, with the assistance of a consultant, will engage with stakeholders across CCCS and Colorado to envision a truly bold future – one that is informed by learners, faculty and staff from across the 13 colleges, employers, business and industry, partners and collaborators, and community stakeholders. The co-creation of this bold shared vision will inform the design of the next CCCS strategic plan aimed at greater responsiveness. Phase 1 is anticipated to be a six-month listening and learning phase that will culminate early summer 2024 with a summary of insights and lessons learned that will inform Phase 2.

**Phase 2** (July 2024 to January 2025): **Creating and Launching the Strategic Plan** – This phase includes taking the summary of insights and lessons learned from Phase I and working with CCCS leadership, synthesize the ideas and feedback to (1) hone a shared bold vision for 2030 and strategic themes, (2) develop responsive goals to create meaningful impact, (3) design strategies to achieve the goals and (4) establish key performance metrics to measure progress.

Following the launch of the new strategic plan, CCCS leadership will execute the plan over the next five years. The CCCS leadership will establish an annual action plan in August of each year by revisiting the strategic plan, making any necessary adjustments, and putting in place detailed plans outlining actions, owners, and timing. An annual strategic plan progress report will be delivered to the Board each December reporting on the previous year as well as cumulative progress. Results and progress toward the strategic plan goals and achieving the vision are considered during the annual performance review process.

### **RECOMMENDATION:**

This is a presentation to the Board and does not require Board action.