# Arapahoe Community College Logo

# Arapahoe Community College Strategic Plan and Vision 2020-2025

## **Introduction**

Arapahoe Community College (ACC) is a member of the Colorado Community College System (CCCS) and is representative of the CCCS 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**. In alignment with the CCCS mission, the mission of ACC is: **To provide innovative and responsive educational and economic opportunities in an accessible, inclusive environment that promotes success for the students, employees, and the communities we serve.**

## **Purpose**

To facilitate the accomplishment of the ACC mission, ACC faculty, staff, and stakeholders created the 2020-2025 ACC Strategic Plan. The purpose of the ACC Strategic Plan is to:

* Guide decision making
* Direct resource allocation
* Serve students, employees, and the community

## **ACC Strategic Planning Process**

The ACC Strategic Planning Coordinating Council (SPCC) was formed fall 2019 to represent all areas of the college. The SPCC, which includes the membership of the ACC Leadership Team (LT), was charged to oversee and review the strategic planning process.

The Strategic Planning process began with an investigation of the internal and external environment via a Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis. The SWOT was conducted during the fall 2019 involving input from Faculty, Instructors, Administrative Staff, Classified Staff, Littleton Campus Students, Sturm Collaboration Campus Students, Parker Campus Students, ACC Online Students, as well as external groups including the ACC Foundation and the ACC Advisory Council.TheSWOT Analysis data was organized into emerging trends that eventually became the ACC Strategic Directions of Student Success, Excellence in Teaching and Learning, Equity and Inclusion, Climate of Innovation, and Quality Workplace.

The 2015-2020 Vision, Mission, and Value Statements were reviewed internally by the Classified Estate, Administrative Estate and Faculty. The various internal groups were asked to reflect and offer input for the 2020-2025 Vision, Mission and Value Statements. External stakeholder input was gathered from the ACC Advisory Council. The SPCC conducted a review of the feedback regarding the Vision, Mission, and Values from the internal and external ACC community. The results of the SPCC review were sent to the ACC Executive Cabinet and the 2020-2025 Vision, Mission, and Value Statements were approved.

With the 2020-2025 ACC Strategic Plan vision, mission, values, and strategic directions identified, the SPCC formed task forces for each strategic direction to develop goals for the strategic directions. Each Task force consisted of volunteers and solicited individuals to ensure college-wide representation. Cabinet charged the Task Forces to develop goal recommendations for each of the strategic directions. Task Force meetings began on campus and transitioned to remote meetings due to the COVID-19 pandemic. Deliverables by the Task Forces included goals for each strategic direction and expected outcomes.

The Task Forces then forwarded goal recommendations to the Strategic Planning Coordinating Council (SPCC). The SPCC review was done by a desk review due to the COVID-19 adjustments. Input from the SPCC was compiled and forwarded to and approved by the ACC Executive Cabinet.

## **Implementation**

The 2020-2025 ACC Strategic Plan will be implemented in fall 2020 and will sunset summer 2025. To facilitate the ACC Strategic Direction Goals, each division and department will formulate goals, implementation strategies, evaluation criteria, and a timeline aligned with the ACC Strategic Plan.

# 2020-2025 ACC Strategic Plan

# Vision, Mission, Value Statements, Strategic Directions

## **ACC Vision**

**To be a leader in innovative community college education.**

## **ACC Mission**

**To provide innovative and responsive educational and economic opportunities in an accessible, inclusive environment that promotes success for the students, employees, and communities we serve.**

## **ACC Values**

**Life-Long Learning**

**We uphold the highest academic standards and support the growth and success of each individual we serve.**

**Collaborative Partnerships**

**We foster trusting relationships and respectful communication through collaboration with our students, employees, and external stakeholders.**

**Integrity**

**We encourage an ethical environment that embraces honesty, respect, and personal responsibility.**

**Inclusion**

**We encourage the free exchange of ideas and an open dialogue in a brave environment that embraces individual differences.**

## **Strategic Directions, Goals and Expected Outcomes**

## **Strategic Direction: Student Success**

Student success is core to the mission of ACC, and each employee at ACC contributes to the success of our students.

### **Student Success Goal #1**

**Goal:** Create a student-ready college to enable all populations of students to be successful at ACC.

**Expected Outcome:** Create a welcoming community at ACC that is a brave environment for students to learn, express themselves, and to feel a sense of belonging.

**Expected Outcome:** Develop programs and accessible resources, and create a culture to meet students where they are academically to provide opportunities for success.

**Expected Outcome:** Eliminate the equity gaps for traditionally underserved students by increasing the course success, retention, and completion rates of all groups.

### **Student Success Goal #2**

**Goal:** Increase student enrollment, retention, transfer, and completion rates.

**Expected Outcomes:** Increase student enrollment, transfer, and completion rates each year by the designated annual percentages identified by the State Board for Community Colleges and Occupational Education (SBCCOE) strategic plan matrixes.

### **Student Success Goal #3**

**Goal:** ACC students are afforded a full range of holistic resources to support their academic and career goals.

**Expected Outcome:** Increase use of academic support services by students (Disability Access Services, Writing Center, Tutoring, Math Support Center, Online Tutoring, etc.).

**Expected Outcome**: Expansion of whole-student services such as counseling, addressing food and housing insecurities, and mental health resources.

**Expected Outcome:** Design student academic support services with student input to meet student needs.

### **Student Success Goal #4**

**Goal:** Continue to create innovative ways to provide college and skill building affordability and convey the transparency of costs to our students.

**Expected Outcome:** Increase enrollment, retention, and completion.

**Expected Outcome:** Increase development and use of O.E.R.

**Expected Outcome:** Increase financial literacy of students and family members.

**Expected Outcome:** Increase use of scholarship monies at ACC.

**Expected Outcome:** Increase FAFSA application rates.

**Expected Outcome:** Reduce excess credits toward completion – disclose pre-requisites in all degree plans.

**Expected Outcome:** List of all course fees and related costs for all programs in an accessible way for students.

## **Strategic Direction: Excellence in Teaching and Learning**

Provide quality teaching and learning through high impact practices, technology integration, and ongoing faculty professional development to foster a caring and welcoming environment for each student.

### **Excellence in Teaching and Learning Goal #1**

**Goal:** Course content will reflect the multiple social identities of students, including but not limited to race, ethnicity, gender, sexual orientation, religion, military status, ability status, socio-economic status, gender identity, age, and their intersections.

**Expected Outcome:** Course content will reflect diverse voices, imagery, and viewpoints.

**Expected Outcome:** Course syllabi will contain equity and inclusivity references.

**Expected Outcome:** Development of alternative assessment options and practices.

### **Excellence in Teaching and Learning Goal #2**

**Goal:** Expand high impact learning practices, including but not limited to service learning, study abroad, work-based learning, undergraduate research programs, learning communities, writing intensive courses, collaborative assignments and projects, diversity/global learning experiences, ePortfolios, community-based learning, internships, capstone courses and projects, and first-year experiences.

**Expected Outcome:** Provide at least one service learning class in each program of the seven pathways.

**Expected Outcome:** Provide appropriate study abroad programs that are accessible to students and facilitated by well-trained instructors and faculty.

**Expected Outcome**: Expand opportunities for internships and apprenticeships.

**Expected Outcome**: Expand the opportunities for students to participate in undergraduate research.

### **Excellence in Teaching and Learning Goal #3**

**Goal:** Ensure all students, faculty, and instructors have access to the leading technology necessary to be successful in learning, teaching and the workforce.

**Expected Outcome:** Classrooms will be equipped to meet the technology needs of students, faculty, and instructors.

**Expected Outcom**e: Students, faculty, and instructors will have the necessary hardware and software to be successful.

**Expected Outcome:** Students, faculty, and instructors will have access to remote technology.

### **Excellence in Teaching and Learning Goal #4**

**Goal:** Engage ACC instructors in shared governance and provide opportunities for them to participate in a variety of campus activities.

**Expected Outcomes**: Increase retention and work satisfaction of ACC instructors.

**Expected Outcome**: Succession plan for instruction—opportunities for instructors to advance into full time faculty positions.

**Expected Outcome:** Compliance with System Policy – SP 3-10b.

## **Strategic Direction: Equity and Inclusion**

A climate of equity and inclusion is fostered through a welcoming and supportive environment for each student, employee, and guest. College initiatives support the closing of equity gaps through differentiated learning practices and individual student support structures.

### **Equity and Inclusion Goal #1**

**Goal**: Enhance recruitment, retention, and support for underrepresented and non-underrepresented students across the college.

**Expected Outcome**: Expand diverse recruitment efforts by capturing underserved and underrepresented students.

**Expected Outcome:** Promote efforts to engage potential students, current students, alumni, and employees in campus events.

**Expected Outcome:** Create a campus climate that values, respects, and celebrates members of the ACC community.

**Expected Outcome:** Ensure ACC can respond to shifts and events in our society, including outreach to at-risk populations at ACC.

### **Equity and Inclusion Goal #2**

**Goal:** Demonstrate commitment to Culturally Responsive Pedagogy and college policies that are accessible for all students (prospective, current, and alumni).

**Expected Outcome:** Eliminate equity gaps in recruitment, retention, and completion rates.

**Expected Outcome:** All students, regardless of self-identify and background, attain college credentials at the same percentage rate as every other ethnic, cultural, and economic population group.

### **Equity and Inclusion Goal #3**

**Goal:** Recognize and reward employee professional development and training in equity mindedness that results in institutional knowledge and action.

**Expected Outcome:** Shift in institutional culture that incentivizes participation in equity work resulting in increased participation in professional development.

## **Strategic Direction: Climate of Innovation**

Encourage the pursuit of novel and innovative approaches to teaching and learning, student support, college direction, and partnerships

### **Climate of Innovation Goal #1**

**Goal:** Develop accessible and innovative academic programs that match student and workforce needs to prepare students for successful transfer or entry into the workforce.

**Expected Outcome:** Develop bachelor degrees aligned to our mission, with a strategic focus, and in line with select ACC associate degrees and workforce demand to ensure we contribute to a highly skilled workforce in our communities and beyond.

**Expected Outcome:** Ensure support and resources to create accessible Open Educational Resources that include equity, rigor, and quality.

**Expected Outcome:** Create and blend both credit and non-credit programs that provide work-based learning across the learner and talent pipeline continuum to match industry needs.

**Expected Outcome:** Develop prior learning assessment models that validate skills and crosswalks to courses to create more efficient paths to degrees and industry for students.

**Expected Outcome:** Create 2+2 programs that allow students to build upon ACC’s existing programs of study.

### **Climate of Innovation Goal #2**

**Goal:** Identify and expand reciprocal external and internal collaborative partnerships.

**Expected Outcome:** Increase the number of partnerships with industry and the community.

**Expected Outcome:** Increase the number of internal collaborative partnerships.

**Expected Outcome:** Expand employment opportunities for graduates.

**Expected Outcome:** Increase positive community perception for ACC from outside entities.

**Expected Outcome:** ACC will be able to better identify its value proposition to community, industry, and amongst internal departments.

### **Climate of Innovation Goal #3**

**Goal:** Pursue external funding through public and private sources to support innovative college projects including new academic programs, new/enhanced technologies, development of pre-apprenticeship and apprenticeship programs, service learning, work-based learning alternatives, financial resources for students, student support systems, and other projects that align with ACC’s mission and strategic directions.

**Expected Outcome:**

By identifying external funding options, ACC has the opportunity to impact the following outcomes:

Increase student retention rates.

Increase student completion and transfer rates.

Reduce equity gaps.

Increase enrollment levels.

Reduce student loan debt.

Increase underrepresented individuals across a variety of ACC programs.

### **Climate of Innovation Goal #4**

**Goal:** Promote institutional sustainability by reducing ACC’s carbon footprint through recycling, reducing, and controlling energy and water usage.

**Expected Outcome:** Conservation of natural resources.

**Expected Outcome:** Energy efficiency and cost savings.

**Expected Outcome:** Role model for environmental responsibility.

## **Strategic Direction: Quality Workplace**

Maintain a workplace environment that focuses on employee strengths and provides opportunity for ongoing professional development and enrichment**.**

### **Quality Workplace Goal #1**

**Goal:** Ensure a quality workplace by offering robust and meaningful professional development.

**Expected Outcome:** Higher functioning ACC workforce.

**Expected Outcome:** Increase participation in professional development opportunities.

**Expected Outcome:** Increase use of “best practices” in the workplace.

### **Quality Workplace Goal #2**

**Goal:** Provide all ACC employees with options to promote a positive work-life balance.

**Expected Outcome:** Maintain a culture of acknowledgement and recognition for employee achievements at ACC.

**Expected Outcome:** Increase employee job satisfaction.

**Expected Outcome:** Increase job performance by ACC employees.

### **Quality Workplace Goal #3**

**Goal:** Provide clear and transparent communication through multiple modalities to all members of the ACC community.

**Expected Outcome:** ACC employees and the community have deeper overall knowledge of the college.

**Expected Outcome:** Creation of an inclusive, transparent environment.

**Expected Outcome:** Provide opportunities for open communication and dialogue for all ACC stakeholders.

### **Quality Workplace Goal #4**

**Goal:** Ensure alignment between college budget and the ACC Strategic Plan.

**Expected Outcome:** Ensure compensation commensurate to qualifications, education, skills, and experience across the college.

**Expected Outcome:** Ensure alignment between the college budget and the needs of the college.