CCD Strategic Plan 2025 Summary

Goal 1: Student Access
- Objective One, "**Diversify Methods of Service Delivery**," is focused on
  - offering many of our existing traditionally offered certificate and degree programs in alternate formats to meet the growing needs of different student demographics.
  - Redesigning the Boulder Creek building to be a true gateway to CCD that will also house the Health Sciences programs currently located at Lowry.
- The Benchmark is set for 67% of our programs to be offered as evening, weekend, and fully online versions, and the Benchmark for completion of the redesign of Boulder Creek is set for the end of 2025.
- Strategic Initiatives for this objective will be realized through a charter plan for each of these two initiatives where all actions and project are created, developed, and implemented within timelines for implementation through 2025.

- Objective two, "**Expand Workforce Development & Community Engagement**," is centered on
  - an increase of college annual FTE enrollment over the five years of the plan.
  - Make CCD a true access point for high school student enrolled in concurrent courses in Denver Public Schools (DPS).
- The Benchmark to increase FTE is currently the focus part of a special college analytics project that will determine a realistic and responsible benchmark for the life of the plan. The Benchmark for concurrent matriculation to CCD is being developed in 2020 as discussions with DPS continue.
- Strategic Initiatives for this objective will be realized through a charter plan for each of these two initiatives where all actions and project are created, developed, and implemented within timelines for implementation through 2025.

Goal 2: Student Success
- Objective One, "**Increase Retention**," is focused on exceeding the national full-time and part-time community college students average of persistence.
  - The Benchmark will be set in late 2020 when 2019 full time/part time student retention data is available as a comparative.

- Objective two, "**Increase Completion**," is focused on increasing credentials awarded annually over the next five years.
  - The Benchmark is set at a 50% increase by 2025.

- Objective Three, "**Innovate Teaching & Learning**," is focused on exploring the academic value to students when reducing the standard five course teaching load model, allowing an expanded faculty focus on opportunities for student success, community partnerships, and workforce agreements.

- o The Benchmark is set as a reduction from a standard 5 course FT load to a 4 course FT load and the equivalent in programs with different FT load structures.

- Objective Four, "**Increase Transfer & Career Placement**," is focused on increasing the successful transfer rate of community college students to four-year institutions, and specifically underrepresented students.
  - o The Benchmark is set as an annual increase of 2%, and a CTE placement rate average of 80% by 2025.
- Strategic Initiatives connected with all four Objectives are focused on
  - Implementing "AACC Pathways Strategies" which is currently in its final phase.
  - Expanding the effort to "Improve Collaboration Across Academics & Student Services" as a greater effort to support student needs throughout their time at CCD.
  - The move to a zero-cost textbook environment has already started via grants to continually develop and expand "open educational resources" (OER) for all CCD students where possible.
  - An initiative regarding a possible reduced faculty load will begin as an exploration.

- Strategic Initiatives for this objective will be realized through a charter plan for each initiative where all actions and project are created, developed, and implemented within timelines for implementation through 2025

Goal 3: Equity
- Objective One, "**Close the Achievement Gap**," is focused on elimination of the class success and withdrawal gaps in the intersection of race and ethnicity by gender by 2025.
  - o The Benchmark is set at 100% elimination of these gaps

- The Strategic Initiative for this objective will be realized through a charter plan based on an "Inclusive Excellence Framework" equity model in a manner that creates a sense of belonging for students, faculty, and staff and where all actions and project are created, developed, and implemented within timelines for implementation through 2025.

  - o Objective Two, "Improve Campus Climate," The Strategic Initiative for this objective will be also be realized through a charter plan based on an "Inclusive Excellence Framework" equity model in a manner that creates a sense of belonging for students, faculty, and staff and where all actions and project are created, developed, and implemented within timelines for implementation through 2025.
  - o The Benchmark for this objective is set for items with an important score at the midpoint or higher and do not have a gap in the difference between importance and satisfaction larger than 1.5.
  - o The Strategic Initiative for this objective will be realized through a charter plan based on an "Inclusive Excellence Framework" equity model in a manner that creates a sense of belonging for students, faculty, and staff and where all actions and project are created, developed, and implemented within timelines for implementation through 2025.