



STRATEGIC VISION 2020

WORKING AS ONE FOR A GREATER ACC

A MESSAGE FROM THE PRESIDENT

Greetings!

Thank you for taking the time to peruse Arapahoe Community College's strategic plan, *Strategic Vision 2020*. I hope you enjoy reading our plan for working as One for a greater College. ACC's strategic plan



reflects an inclusive and collaborative effort by the full campus community. Throughout the planning process, it has been our goal to engage institutional stakeholders, including students, in face-to-face interaction and

personal discussion. Our team-oriented process has provided an opportunity for both internal and external community members to voice their perspectives, experiences and views, resulting in shared aspirations and a common institutional vision – to be the leader in community college education in the State of Colorado.

An environmental scan and analysis drove the review of our Vision, Mission and Values Statements to better reflect successful ventures, emerging issues and complex challenges. Strategic directions were informed by pertinent data collected through the environmental analysis and campus-wide discussions as to the most effective use of resources to accomplish our institutional mission.

Arapahoe Community College

Vision 2020

Student Success

Technology Leadership

Inclusive Culture

Collaborative Partnerships

Organizational Sustainability

Each of the strategic directions established by our ACC community is accompanied by strategic goals and activities, along with measurable outcomes by which progress on strategic directions will be assessed. Taken together, these strategic components express what it means to us to be accessible and innovative in responding to the diverse educational needs of our community, as well as promoting economic opportunities and success.

The entire ACC team is to be commended for their contributions to this living document that will be refreshed and reformed based upon ongoing data assessment and analysis. I look forward to the collaborative implementation of *Strategic Vision 2020* that will benefit ACC's employees, communities and, most importantly, students.

DIANA M. DOYLE, PH.D.



VISION STATEMENT

To be the leader in community college education in the State of Colorado.

MISSION STATEMENT

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

STATEMENT OF VALUES

LIFE-LONG LEARNING

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

COMMUNITY

We foster trusting relationships and respectful communication through collaboration with our students, employees and community partners.

INTEGRITY

We encourage the free exchange of ideas in an open environment that embraces honesty, respect and personal responsibility.

INCLUSION

We honor an open dialogue in a safe environment that respects and embraces individual differences.



SUMMARY OF PLANNING PROCESS

THE GUIDING PRINCIPLES of ACC's collaborative strategic planning process are inclusion, participation and transparency. The decision process enabled employee groups to build relationships between faculty, classified and administrative estates toward establishing shared institutional purposes. The strategic planning process gathered data to address strategic questions specifically tied to ACC's Institutional Goals.

OUR STRATEGIC PLANNING DESIGN PROCESS was managed by the Strategic Planning Process Steering Committee, composed of senior leadership and the strategic planning process coordinator. The design process was conducted by the Strategic Planning Process Design Council consisting of five task forces: Environmental Analysis; Values, Vision, Mission; Strategic Directions; Communications; and Evaluation. The Environmental Analysis Task Force identified five key factors currently impacting ACC's planning process that are also expected to significantly transform our environment over the next five years. The factors are included in the diagram on the next page. A scan of pertinent, measurable indicators from internal and external sources was performed for each key factor. A resulting set of questions guided discussions regarding the relevancy and timeliness of ACC's existing Vision, Mission and Values Statements and informed the collaborative identification of ACC's Strategic Directions and Goals for the 2015-2020 planning period.

OUR STRATEGIC PLANNING QUESTIONS:

- What do we need to do to increase the number of degrees/certificates awarded?
- How can we most effectively increase student transfer rates to public/private institutions?
- What strategies can we implement to increase fall-to-fall retention rates?
- What steps are needed in order to increase developmental education course success and completion?
- How can we positively impact enrollment growth, overall and of underserved students?

THE STRATEGIC PLAN CONTENT COUNCIL affirmed the work products of the task forces, determined if additional information or consultation was needed and made adjustments to ensure a consistent and logical strategic plan. ACC's Leadership Team served as the liaison between the Strategic Planning Process Design Council and the Strategic Plan Content Council. Input to the strategic planning process was also provided by the STRAT Planners Facilitation Team, college-wide strategic planning meetings, college-wide assessment results, classified and administrative assemblies, faculty senate and student, alumni, business and community focus groups. Key leaders in the strategic planning process are listed at the end of this brochure.

ACC's strategic planning process decisions were made to align with the policies of the State Board for Colorado Community Colleges and Occupational Education, as well as the current and projected public environment.

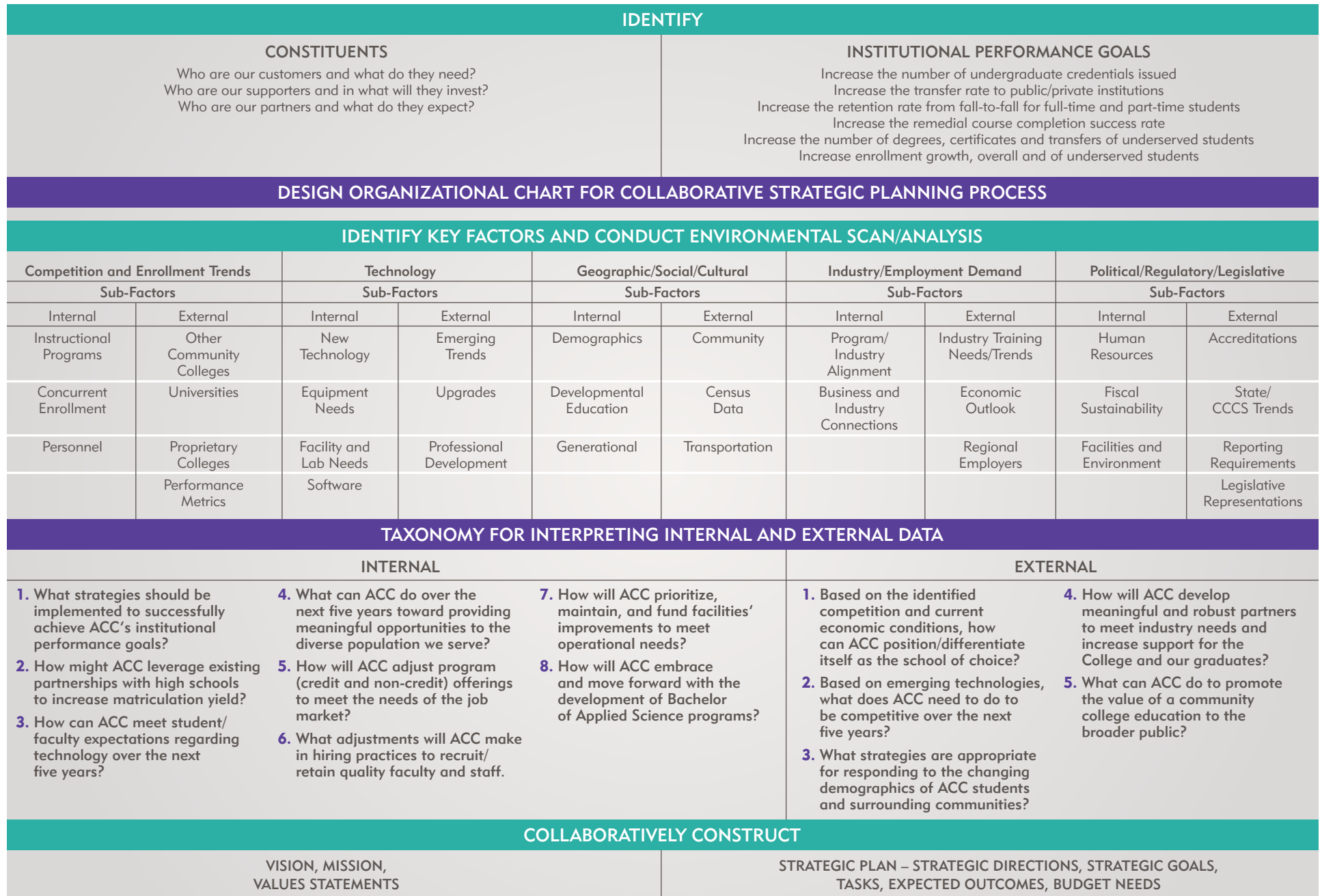
ACC'S STRATEGIC PLANNING GUIDING PRINCIPLES

INCLUSION

PARTICIPATION

TRANSPARENCY

DIAGRAM OF STRATEGIC PLANNING PROCESS



FIVE STRATEGIC DIRECTIONS

ACC'S FIVE STRATEGIC DIRECTIONS are shaped by our vision and mission statements that were revisited in light of the most recent environmental analysis. Values statements remained intact, with the addition of an "Inclusion" value statement verbalizing ACC's commitment to respecting and embracing individual differences. The five strategic directions are not in any prioritized order; rather, activities toward their accomplishment will be simultaneous and in dialogue with one another. The five strategic directions encompass all areas of the College and target where attention will be focused over the next three-to-five years. ACC's strategic plan is a living document. Annual reviews will be conducted to evaluate the effectiveness of strategic activities and the appropriateness of strategic goals in the context of internal and external environments.

STRATEGIC DIRECTIONS:

STUDENT SUCCESS

Provide students with seamless opportunities to achieve educational, professional and personal goals, from inquiry to completion, through meaningful academic and career pathways.

TECHNOLOGY LEADERSHIP

Lead through innovative and collaborative use of technology-enhanced teaching and learning with integrated, dynamic and accessible systems across all College environments.

INCLUSIVE CULTURE

Welcome and engage individual differences, committing to collaboration and transparency in communication and decision-making.

COLLABORATIVE PARTNERSHIPS

Forge and enhance mutually beneficial partnerships that promote the vitality and relevance of our curriculum and programs.

ORGANIZATIONAL SUSTAINABILITY

Operate responsively to the needs of our students, staff and community through responsible management of human, physical and fiscal resources.



Littleton (Main Campus)



Parker Campus



Littleton (Art and Design Center)



Castle Rock Campus

STRATEGIC DIRECTION—STUDENT SUCCESS

Provide students with seamless opportunities to achieve educational, professional and personal goals, from inquiry to completion, through meaningful academic and career pathways.

STRATEGIC GOAL #1: *Provide academic excellence opportunities for students toward achieving institution-wide learning outcomes.*

- * **Expected Outcome:** The number of degrees and certificates awarded, the fall-to-fall student retention rate and the student transfer rate to a four-year institution will increase.
- * **Expected Outcome:** A minimum of two Bachelor of Applied Science degrees will be established by Fall 2017.

STRATEGIC GOAL #2: *Impact student personal growth and development through relevant and meaningful co-curricular retention and completion endeavors.*

- * **Expected Outcome:** Student engagement in College activities will increase, resulting in a positive impact on the number of degrees and certificates awarded and an increase retention rates.
- * **Expected Outcome:** An effective and informative exit system will be executed in order to gain knowledge of a student's experience at ACC.

STRATEGIC GOAL #3: *Facilitate a successful College experience for students through effective administrative and support processes.*

- * **Expected Outcome:** Data on student success, student processes and student behavior will be reported to staff and will guide professional development.
- * *For a detailed list of strategic tasks and the associated measurables, please go to arapahoe.edu/strategic-plan.*

Our focus is to provide our students with innovative and inclusive instruction. Students have an array of resources and great departments working together to help students be successful.

KATE CARUSO, FACULTY



STRATEGIC DIRECTION— TECHNOLOGY LEADERSHIP

Lead through innovative and collaborative use of technology-enhanced teaching and learning with integrated, dynamic and accessible systems across all College environments.

STRATEGIC GOAL #1: *Stay informed of contemporary technologies and their impact on student success.*

- * **Expected Outcome:** An IT strategic technology plan will be developed and adopted by spring 2016 outlining academic and organizational needs, goals and expected outcomes.
- * **Expected Outcome:** A recorded measurable increase in student performance will result from the introduction of new technologies.

STRATEGIC GOAL #2: *Provide appropriate technology to enhance employee job performance.*

- * **Expected Outcome:** A progressive increase in employee satisfaction with new/existing technologies will improve the ability to complete job-related tasks.
- * **Expected Outcome:** An IT strategic technology plan will be developed and adopted by spring 2016 outlining academic and organizational needs, goals and expected outcomes.
- * *For a detailed list of strategic tasks and the associated measurables, please go to arapahoe.edu/strategic-plan.*

Mobile and intuitive interface technologies will presumably be the future for community college faculty and students. ACC's Information Technology Department will be the stewards of new technologies for the student body, as well as faculty and staff.

JOSEPH MCCORMICK, DIRECTOR OF INFORMATION TECHNOLOGY



*ACC stands out above the rest
as a vibrant, accessible, and
transformative community college
that welcomes and embraces the
individual differences of our
students, faculty, and staff.
We are strongly committed to
inclusive collaboration, shared
decision-making, and transparent
communication for all.*

RACHEL WEIR, ASSISTANT DIRECTOR
DISABILITY SERVICES

STRATEGIC DIRECTION—INCLUSIVE CULTURE

Welcome and engage individual differences, committing to collaboration, and transparency in communication and decision-making.

STRATEGIC GOAL #1: *Maintain sensitivity to the demographics of our students, faculty and staff within the area we serve.*

* **Expected Outcome:** ACC's workforce and student body will be reflective of the diversity and demographics of our service area.

STRATEGIC GOAL #2: *Demonstrate commitment to diversified content and experiences across academic programs and the overall College environment.*

* **Expected Outcome:** Instructional Units, as well as Administrative and Educational Support Units, will consistently meet or surpass identified benchmarks.

* *For a detailed list of strategic tasks and the associated measurables, please go to arapahoe.edu/strategic-plan.*



STRATEGIC DIRECTION— COLLABORATIVE PARTNERSHIPS

Forge and enhance mutually beneficial partnerships that promote the vitality and relevance of our curriculum and programs.

STRATEGIC GOAL #1: *Establish and foster effective partnerships to increase access and student success.*

- * **Expected Outcome:** The currency and relevance of existing articulation agreements with partners, will be examined and new articulation agreements and partnerships will be assessed.
- * **Expected Outcome:** An effective collaboration and matrix or process between ACC departments to maximize activities with both internal and external partners will be established.

* *For a detailed list of strategic tasks and the associated measurables, please go to arapahoe.edu/strategic-plan.*

STRATEGIC GOAL #2: *Explore and establish partnerships with business/industry, K-12 Education, other higher education entities, community organizations and government agencies.*

- * **Expected Outcome:** A pilot program for Business and Industry Leadership Teams (BILT) for CTE programs, as modeled by the Advanced Technological Education branch of the National Science Foundation will be established.
- * **Expected Outcome:** Measurable growth in partnerships with business, industry, other educational entities, community organizations and government agencies will result, as well as, demonstrate relevance of training programs, instructional curricula and administrative processes.



I have had the opportunity to work closely with ACC's staff and faculty for over seven years and their commitment to the success of our students and contributions to our partnership is beyond measure.

CARA BLAGG, MANAGER OF ACADEMIC RELATIONSHIPS FOR JONES/NCTI



The key to organizational sustainability for ACC is the collaborative, strategic orientation of daily work; the Vision is implemented at all levels of the institution.

DONNA CHRISLIP,
EXECUTIVE DIRECTOR
INSTITUTIONAL EFFECTIVENESS

STRATEGIC DIRECTION – ORGANIZATIONAL SUSTAINABILITY

Operate responsively to the needs of our students, staff and community through responsible management of human, physical and fiscal resources.

STRATEGIC GOAL #1: *Sustain a workplace environment for employees conducive to professional growth and meaningful participation.*

* **Expected Outcome:** An increase in employee satisfaction with professional development opportunities and impact on performing job duties will be demonstrated.

STRATEGIC GOAL #2: *Promote excellence in both effectiveness and efficiency of institutional operations.*

* **Expected Outcome:** ACC's Departments/ Operational Units will annually assess institution-wide Learning Outcomes and utilize results for identified improvements.

* *For a detailed list of strategic tasks and the associated measurables, please go to arapahoe.edu/strategic-plan.*



STRATEGIC PLANNING PROCESS KEY LEADERS

STEERING COMMITTEE

President – Diana Doyle, Ph.D.
Vice President of Instruction – Diane Hegeman, Ph.D.
Vice President of Administrative Services – Cindy Somers, Ph.D.
Vice President of Student Affairs – Lisa Matye Edwards, Ph.D.
Chief Financial Officer – Joe Lorenzo, M.B.A.
Coordinator, Strategic Planning Process – Donna Chrislip, Ed.D.

CONTENT COUNCIL

President – Diana Doyle, Ph.D.
Vice President of Instruction – Diane Hegeman, Ph.D.
Vice President of Administrative Services – Cindy Somers, Ph.D.
Vice President of Student Affairs – Lisa Matye Edwards, Ph.D.
Chief Financial Officer – Joe Lorenzo, M.B.A.
Dean, Arts, Humanities, Business and Technology – Rebecca Woulfe, M.A.
Dean, Community and Workforce Partnerships – Matthew McKeever, M.Ed.
Dean, Health, Mathematics and Sciences – Samuel DeVries, Ph.D.
Dean, Legal, Communication, Behavioral and Social Sciences – Vanessa Anderson, Ph.D.
Dean, Student Services – Connie Simpson, M.B.A.
Chief of Campus Police – Joseph Morris, M.S.
Executive Director, ACC Foundation – Courtney Loehfelm, B.S.
Executive Director, Community and Workforce Partnerships – Kim Larson-Cooney, M.Ed.
Executive Director, Institutional Effectiveness – Donna Chrislip, Ed.D.
Registrar/Director, Admissions and Records and Information Central – Darcy Briggs, M.Ed.
Director, Advising and Retention (Student Services Representative) – Michael McManus, M.A.T
Director, Center for Professional Enrichment – Deb Stieneker, M.A.
Director, Child Development Center – Kim Steele, M.A.
Director, eLearning – Lee Christopher, M.F.A.
Director, Extension Campuses – Jill Garber, M.B.A.
Director, Facilities – David Crawford, B.S.
Director, Human Resources – Angela Williams, M.S.
Director, Information Technology – Joseph McCormick, M.A.
Director, Institutional Research – Jon Proctor, Ph.D.

Director, Library and Learning Commons – Lisa Grabowski, M.L.I.S.
Director, Marketing – Tina Griesheimer, B.A.
President, Faculty Senate – Deby Jones, A.A.S.
Chair, Administrative Assembly – Dawn Stratton, B.S.
Chair, Classified Assembly – Alan Stutman
Tri-Chairs of Strategic Planning Task Forces

STRAT PLANNERS FACILITATION TEAM

FACULTY REPRESENTATIVES:

Jennifer Kroetch, M.S., Medical Laboratory Technology
Doug Mugge, A.A.S., Department Chair, Computer Aided Design/Drafting, Engineering Graphics Technology, Architectural Engineering, Construction Management
Ann Oberg, B.S., Department Chair, Pharmacy Technician Program

ADMINISTRATIVE REPRESENTATIVES:

Debra Goldberg, M.Ed., Tutorial Services Coordinator, Student Success Center
Juan Greening, M.B.A., Director, Mail and Printing Services
Peggy Quinn, M.Ed., Campus Manager, Castle Rock Campus

CLASSIFIED REPRESENTATIVES:

Prem Menon, Campus Police Officer
Shecobie Richardson, Facilities Maintenance
Meredith Tofield, B.A., Administrative Assistant, Center for Professional Enrichment and Center for Institutional Effectiveness



*Once you have engaged campus stakeholders
in crafting a planning process worthy of
their commitment, you are well-positioned to
draft a plan that will move your institution
toward a shared, compelling vision.*

**PATRICK SANAGHAN, COLLABORATIVE STRATEGIC
PLANNING IN HIGHER EDUCATION, 2009**

STRATEGIC PLANNING PROCESS KEY LEADERS... *continued*

DESIGN COUNCIL

ENVIRONMENTAL ANALYSIS TASK FORCE

Deby Jones – *Faculty Tri-Chair/LT**
Jon Proctor – *Administrative Tri-Chair/LT*
Angela Roberts – *Classified Tri-Chair*
Theresa Groff – *Administrative*
Denis Kissounko – *Faculty*
Courtney Loehfelm – *Administrative/LT*
Joe Lorenzo – *Administrative/LT*
Matthew McKeever – *Administrative/LT*

VALUES, VISION, MISSION TASK FORCE

Tami Bertelsen – *Faculty Tri-Chair*
Rosalie Moncada – *Administrative Tri-Chair*
Lisa DeMoulin – *Classified Tri-Chair*
Karla Butler – *Administrative*
Miriam Cummings – *Administrative*
Diane Hegeman – *Administrative/LT*
Rachel Weir – *Administrative*
Kim Larson-Cooney – *Administrative*
Matthew McKeever – *Administrative/LT*
Joseph Morris – *Administrative/LT*
Connie Simpson – *Administrative/LT*
A.J. “Hoppy” Thomas – *Faculty*

**LT – Leadership Team*

STRATEGIC DIRECTIONS TASK FORCE

Anita Lodico – *Faculty Tri-Chair*
Wendy Winter-Searcy – *Administrative Tri-Chair*
Niki Holland – *Classified Tri-Chair*
Haseeb Ahmed – *Faculty*
Samuel DeVries – *Administrative/LT*
Evan Kravitz – *Administrative*
David Lee – *Faculty*
Joseph McCormick – *Administrative/LT*
Matthew McKeever – *Administrative/LT*
Michael McManus – *Administrative*
Andrea Reveley – *Administrative*
Dawn Stratton – *Administrative/LT*
Valorie Sundby – *Administrative*
Tammy Ward – *Administrative*
Amy Wilkerson – *Faculty*
Mike Wolf – *Faculty*

COMMUNICATIONS TASK FORCE

John Hall – *Faculty Tri-Chair*
Jeff Duggan – *Administrative Tri-Chair*
Angie Pendell – *Classified Tri-Chair*
Vanessa Anderson – *Administrative/LT*
Jessica Buckmaster – *Administrative*
Rachel Weir – *Administrative*
Casey Lansinger – *Administrative*
Virginia Rodriguez – *Administrative*
Angela Williams – *Administrative/LT*
Rebecca Woulfe – *Administrative/LT*

EVALUATION TASK FORCE

Christy Thomas – *Faculty Tri-Chair*
Cheyne Bamford – *Faculty Tri-Chair*
Jane Binns – *Administrative Tri-Chair*
Bob Shepherd – *Classified Tri-Chair*
Carol Patterson – *Administrative/LT*
Lindsay Roberts – *Administrative*
Cindy Somers – *Administrative/LT*
Alan Stutman – *Classified/LT*

As of September 2014

May 2015





ARAPAHOE COMMUNITY COLLEGE

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*Arapahoe Community College is accredited
by the Higher Learning Commission. hlcommission.org*

*Alternate format available. Please send a request to
marketing@arapahoe.edu for accessibility requests.*