



# 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

## IDENTIFY

### CONSTITUENTS

Who are our customers and what do they need?  
Who are our supporters and in what will they invest?  
Who are our partners and what do they expect?

### INSTITUTIONAL PERFORMANCE GOALS

Increase the number of undergraduate credentials issued  
Increase the transfer rate to public/private institutions  
Increase the retention rate from fall-to-fall for full-time and part-time students  
Increase the remedial course completion success rate  
Increase the number of degrees, certificates and transfers of underserved students  
Increase enrollment growth, overall and of underserved students

## DESIGN ORGANIZATIONAL CHART FOR COLLABORATIVE STRATEGIC PLANNING PROCESS

## IDENTIFY KEY FACTORS AND CONDUCT ENVIRONMENTAL SCAN/ANALYSIS

Competition and Enrollment Trends		Technology		Geographic/Social/Cultural		Industry/Employment Demand		Political/Regulatory/Legislative	
Sub-Factors		Sub-Factors		Sub-Factors		Sub-Factors		Sub-Factors	
Internal	External	Internal	External	Internal	External	Internal	External	Internal	External
Instructional Programs	Other Community Colleges	New Technology	Emerging Trends	Demographics	Community	Program/ Industry Alignment	Industry Training Needs/Trends	Human Resources	Accreditations
Concurrent Enrollment	Universities	Equipment Needs	Upgrades	Developmental Education	Census Data	Business and Industry Connections	Economic Outlook	Fiscal Sustainability	State/ CCCS Trends
Personnel	Proprietary Colleges	Facility and Lab Needs	Professional Development	Generational	Transportation		Regional Employers	Facilities and Environment	Reporting Requirements
	Performance Metrics	Software							Legislative Representations

## TAXONOMY FOR INTERPRETING INTERNAL AND EXTERNAL DATA

### INTERNAL

1. What strategies should be implemented to successfully achieve ACC's institutional performance goals?
2. How might ACC leverage existing partnerships with high schools to increase matriculation yield?
3. How can ACC meet student/faculty expectations regarding technology over the next five years?
4. What can ACC do over the next five years toward providing meaningful opportunities to the diverse population we serve?
5. How will ACC adjust program (credit and non-credit) offerings to meet the needs of the job market?
6. What adjustments will ACC make in hiring practices to recruit/retain quality faculty and staff.

7. How will ACC prioritize, maintain, and fund facilities' improvements to meet operational needs?
8. How will ACC embrace and move forward with the development of Bachelor of Applied Science programs?

### EXTERNAL

1. Based on the identified competition and current economic conditions, how can ACC position/differentiate itself as the school of choice?
2. Based on emerging technologies, what does ACC need to do to be competitive over the next five years?
3. What strategies are appropriate for responding to the changing demographics of ACC students and surrounding communities?
4. How will ACC develop meaningful and robust partners to meet industry needs and increase support for the College and our graduates?
5. What can ACC do to promote the value of a community college education to the broader public?

## COLLABORATIVELY CONSTRUCT

VISION, MISSION,  
VALUES STATEMENTS

STRATEGIC PLAN – STRATEGIC DIRECTIONS, STRATEGIC GOALS,  
TASKS, EXPECTED OUTCOMES, BUDGET NEEDS



## 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](http://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](http://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](http://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](http://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](http://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:

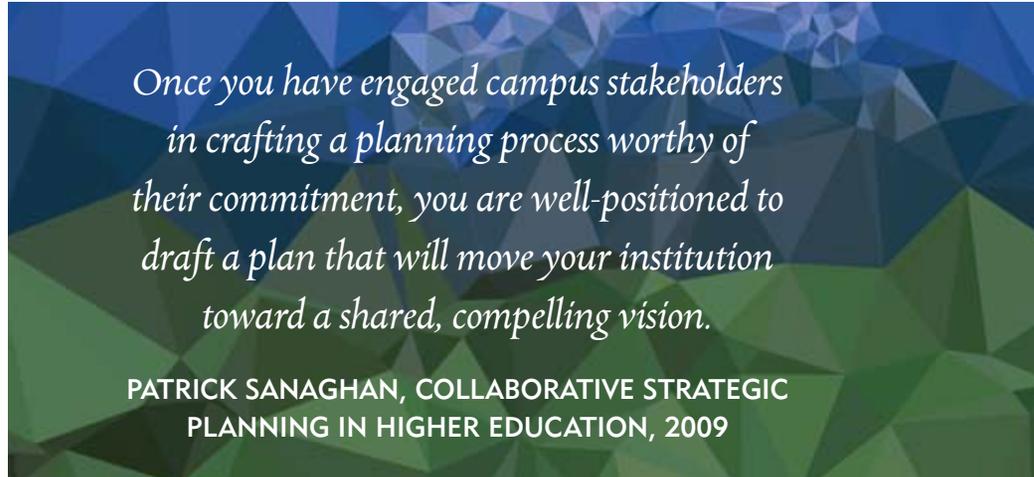
Jennifer Kroetch, M.S., Medical Laboratory Technology  
Doug Mugge, A.A.S., Department Chair, Computer Aided Design/Drafting, Engineering Graphics Technology, Architectural Engineering, Construction Management  
Ann Oberg, B.S., Department Chair, Pharmacy Technician Program

### 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 is accredited  
by the Higher Learning Commission. [hlcommission.org](http://hlcommission.org)*

*Alternate format available. Please send a request to  
[marketing@arapahoe.edu](mailto:marketing@arapahoe.edu) for accessibility requests.*



ARAPAHOE COMMUNITY COLLEGE

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