



STRATEGIC ²⁰¹⁰⁻²⁰¹⁵ PLAN

WORKING AS ONE FOR A GREATER ACC

A MESSAGE FROM THE PRESIDENT

Arapahoe Community College's strategic plan reflects an inclusive collaborative effort by the full campus community. Throughout the planning process, it has been our goal to engage institutional stakeholders in face-to-face interaction and personal discussion. Our team-oriented strategic planning process provides an opportunity for both internal and external community members to share their perspectives, experiences and views, resulting in shared aspirations and a common institutional vision – to be the leader in community college education for the State of Colorado.

An environmental analysis process drove the review and revision 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 efficient use of resources toward accomplishing our institutional mission.

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 success.

Thank you to the entire ACC team for your contributions to a living document that will be refreshed and reformed based upon ongoing data gathering, assessment and analysis. I look forward to the collaborative implementation of ACC's strategic plan that will benefit our employees, our community and, most importantly, our students.

Diana M. Doyle, Ph.D.

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ARAPAHOE COMMUNITY COLLEGE VISION STATEMENT

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

ARAPAHOE COMMUNITY COLLEGE 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.*

ARAPAHOE COMMUNITY COLLEGE STATEMENT OF VALUES

LIFE-LONG LEARNING

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

INTEGRITY

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

COMMUNITY

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



SUMMARY OF PLANNING PROCESS AND PLAN (2010-2015)

THE GUIDING PRINCIPLES of ACC's collaborative strategic planning process are inclusion, participation and transparency. The decision process enables employee groups to talk about sensitive issues, discuss what truly matters to ACC, resolve differences and build relationships between estates toward establishing shared institutional purposes. The strategic planning process gathered data to answer strategic questions specifically tied to ACC's Institutional Goals.

OUR STRATEGIC PLANNING QUESTIONS WERE AS FOLLOWS:

- What do we need to do to continually increase enrollment and retention?
- What should we consider in the implementation process of the P-20 initiative?
- What steps do we need to take to assure and expand our programs of excellence?
- What must we do to continue to strengthen institutional communication and culture?
- How can we increase ACC's engagement in the community and our responsiveness to community needs?

ACC's strategic planning process provides that all decisions are to be made within the policy requirements of the State Board of the Colorado Community College System, as well as the current and projected public policy environment.

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 made up of five task forces; namely Environmental Analysis; Values, Vision, Mission; Strategic Directions; Communication; and Evaluation. The environmental analysis considered internal data gleaned from the most recent accreditation visit, employee surveys, student focus groups, program/institutional assessment and the reorganization of instruction. External data was gathered from numerous resources to determine potential changes in our community that would impact ACC's programs and services and how we might navigate that environment to best serve our community, employees and students. Results from the environmental analysis led to a new vision for the College, as well as revised mission and values statements.

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 Executive Team served as the liaison between the Strategic Planning Design Council and the Strategic Plan Content Council, with input to the strategic planning process from Strategic Planning Ambassadors (a team of nine, representing all three employee groups – classified, faculty and administrators), campus-wide strategic planning meetings, classified and administrative assemblies, faculty senate and student, alumni, business and community focus groups. Members of the Steering Committee, the Strategic Planning Design Council, the Strategic Plan Content Council and the Strategic Planning Ambassadors are listed at the back of this brochure.

A diagram of the strategic planning process appears on the next page. Strategic directions, goals and the measurable outcomes tied to each are outlined on the pages that follow. The detail of ACC's strategic plan includes strategic directions, goals, expected outcomes, activities, methods of evaluation, budget, timeline and those accountable for implementing the plan.



*Strategic directions were
informed by pertinent data
collected through the
environmental analysis
and campus-wide discussions.*

DIAGRAM OF STRATEGIC PLANNING PROCESS

CONSTITUENTS Who are our customers and what do they need? Who are our supporters and what do they want? Who are our partners and what do they expect?	INSTITUTIONAL GOALS Increase Enrollment and Retention Design and Implement a P-20 Model Assure and Expand Programs of Excellence Continue to Strengthen Institutional Communication and Culture Increase Community Engagement and Responsiveness
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ACC'S ORGANIZATIONAL CHART FOR STRATEGIC PLANNING DESIGNED

ENVIRONMENTAL ANALYSIS

INTERNAL					EXTERNAL					
Self-Study	Mountain States Employee Survey	Admin. Assembly Retreat	Vital Focus Task Force	Instructional Expansion Task Force	Census	Business	Schools	Marketing	Economy	Strengths • Weaknesses • Opportunities • Threats

TAXONOMY FOR INTERPRETING INTERNAL AND EXTERNAL DATA

INTERNAL 1. How does ACC currently invite or restrict access to higher education? 2. What are the perceptions of students (current and prospective) about access to the College and their experiences in attending ACC? 3. How do the experiences and characteristics of successful and unsuccessful students differ, beginning with their initial contact with ACC? To what extent can we demonstrate "value added," and what measures of learning are available to us? 4. How do our fiscal, facility, technological, student affairs and human resource capabilities, policies and strategies support and/or hinder students in meeting their learning goals?	EXTERNAL 1. What are the potential changes to our community and its needs from 2009-2014? What significant changes will impact the programs and services we deliver to the community to meet those needs? 2. How might our relationships with community partners (i.e. business, non-profit and government partners) support, enhance or detract from our ability to meet needs arising from community changes? 3. Who are our competitors and how might they change by 2015? What are our competitors' targeted populations and programs, who are their successful recruits and what is their enrollment? 4. What is our current and projected public policy environment, strategy for navigating that environment and the results we wish to achieve in garnering resources to serve our employees, clients and students?
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KEY FINDINGS LED TO:	WRITTEN STRATEGIC PLAN	
New Vision Statement Revised Mission and Values Statements Strategic Directions, Goals and Outcomes Identified	Responsible Parties Timeframe Priorities Resource Requirements	Anticipated Results Evaluation Measures (Including Annual Review Process)



ACC'S FIVE STRATEGIC DIRECTIONS

ACC'S FIVE STRATEGIC DIRECTIONS were shaped by the newly-adopted vision statement along with the revised mission and values statements. The five strategic directions are not in any prioritized order; rather, activities toward their accomplishment will be simultaneous and in dialogue with one another. They 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 in that annual reviews will be conducted to consider the effectiveness of strategic activities and the appropriateness of strategic goals in terms of internal and external environments.

ACC'S FIVE STRATEGIC DIRECTIONS ARE:

STUDENT SUCCESS

Equip students with essential skills for academic, personal and professional success through excellence in teaching and learning.

TECHNOLOGY

Provide a technological proficiency and infrastructure that faculty, students and staff need to advance best practices in teaching, learning and College operations.

COMMUNICATION

Provide strengthened communication for information, dialogue, and collaboration.

PARTNERSHIP

Expand and forge new mutually beneficial partnerships, ensuring the vitality and relevance of our curriculum and programs, distinguishing ACC as an integral and influential member of the community.

SUSTAINABILITY

Operate the College in a responsible manner that values, manages and preserves our human and natural resources.





STRATEGIC DIRECTION— STUDENT SUCCESS

Equip students with essential skills for academic, personal and professional success through excellence in teaching and learning.

STRATEGIC GOAL #1: *Develop an integrated campus-wide Enrollment Management Plan that achieves and supports student learning and success through implementation of sound enrollment management principles and practices.*

Expected Outcome: By the end of the fall 2010 semester, a cross-functional Enrollment Management Team will be formed to develop an Enrollment Management Plan, with the goal of optimizing enrollment.

STRATEGIC GOAL #2: *Integrate Student Learning Outcomes* into all programs/areas of the institution.*

Expected Outcome: By spring 2012, all programs/areas will emphasize at least one Student Learning Outcome (SLO) in their curricula/area of responsibility. (This process will be continued annually until all appropriate SLOs have been integrated into all programs/areas across the institution).

Expected Outcome: By spring 2012, all areas will develop a plan to assess the achievement of integrating SLOs into their curriculum/area of responsibility.

STRATEGIC GOAL #3: *Develop institution-wide methods to assess student preparedness and to place students in appropriate courses to enhance success and persistence.*

Expected Outcome: By spring 2011, standard secondary assessment tools and processes for Developmental Education courses will be implemented to achieve more accurate student placement and an overall success rate of 75%.

STRATEGIC GOAL #4: *Promote and improve transition of students through Developmental Education courses to college level courses.*

Expected Outcome: By Fall 2011 courses will be scheduled and promoted to increase enrollment and facilitate completion of the developmental education sequence by 2%.

Expected Outcome: By fall 2012, 75% of all successful Developmental Education students will enroll in the next course in the sequence.

*ACC's Student Learning Outcomes may be viewed at <http://campus.arapahoe.edu/student-learning-outcomes.pdf>.

ACC's strategic directions were shaped by our new Vision Statement, along with our revised Mission Statement and Statement of Values. Activities to accomplish the strategic directions will be conducted simultaneously and in dialog with one another.

STRATEGIC DIRECTION – TECHNOLOGY

Provide a technological proficiency and infrastructure that faculty, students and staff need to advance best practices in teaching, learning and College operations.

STRATEGIC GOAL #1: *Develop an ongoing Instructional Technology renewal process for all classrooms, faculty workstations and learning areas, meeting an appropriate base configuration.*

Expected Outcome: By fall 2015, at least 70% of students, faculty and staff surveyed will indicate that technology/software at ACC is up-to-date and useful for educational purposes.

STRATEGIC GOAL #2: *Support the education and administrative needs of the College and provide supplemental bandwidth and equipment to support appropriate usage.*

Expected Outcome: By fall 2011, at least 60% of students, faculty and staff surveyed will indicate that they have experienced more reliable access to the Internet.

STRATEGIC GOAL #3: *Provide 100% wireless network coverage for all authenticated Arapahoe Community College users at all ACC locations.*

Expected Outcome: By fall 2013, 85% of students, faculty and staff will have secure, reliable wireless accessibility throughout all campus locations.

STRATEGIC GOAL #4: *Implement an access infrastructure that allows all users anytime, anywhere access to applications and data.*

Expected Outcome: By fall 2013, 80% of students, faculty, and staff will have 24/7 access to applications and data, regardless of their computer or location.

STRATEGIC GOAL #5: *Develop and implement an accessible, multi-modal training program that provides the user with the appropriate level of knowledge for access to, and utilization of, campus technology.*

Expected Outcome: By fall 2012, 80% of ACC employees will have access to a centralized repository that will deliver technology training.

Expected Outcome: By fall 2012, 100% of ACC employees will have access to an Information Security course as a prerequisite to network and administrative computing (Banner) log on.

STRATEGIC GOAL #6: *Purchase a new phone system with call center capabilities.*

Expected Outcome: By fall 2014, 100% of ACC employees will have access to the new Cisco VoIP telephone system with a 98% success rate in terms of continuous operation.

STRATEGIC GOAL #7: *Develop a framework to pursue the use of electronic books at the College to create an environment favorable for adoptions.*

Expected Outcome: By fall 2016, increase the use of curriculum support materials, other than textbooks, by 50% over 2011 use.



STRATEGIC DIRECTION – COMMUNICATION

Provide strengthened communication for information, dialogue and collaboration.

STRATEGIC GOAL #1: *Continue to improve College culture and climate by encouraging College-wide collaboration, teamwork and participation.*

Expected Outcome: By fall 2011, the average ratings on the “Climate” dimension of the Mountain States Employee Survey (MSES) will increase by 5% over 2008 results.

STRATEGIC GOAL #2: *Improve the efficiency and effectiveness of external communication.*

Expected Outcome: By spring 2011, the number/cost of printed copies of College materials will be reduced by 15% over fiscal 2010 figures.

Expected Outcome: By spring 2011, external and internal usage of ACC’s website will increase by 5% over fiscal 2010 figures.

Expected Outcome: By spring 2011, the timeliness, accuracy, and consistency of the College brand and external messaging will be improved by 5% over fiscal 2010 results.

Expected Outcome: By spring 2011, ACC’s website will register at least an 85% usability rating by internal and external users.

Expected Outcome: By spring 2011, utilization of diverse marketing approaches will increase by 10% over fiscal 2010 figures.

STRATEGIC GOAL #3: *Improve the efficiency and effectiveness of internal communication.*

Expected Outcome: By fall 2011, the average ratings on the “Internal Communication” dimension of the MSES will increase by 15% over 2008 results.

Expected Outcome: By the end of the spring 2012 semester, 100% of ACC’s full-time employees will demonstrate an understanding of ACC’s shared governance process.

Expected Outcome: By the end of the fall 2012 semester, 100% of ACC’s full-time employees will demonstrate an understanding of ACC’s diversity statement and how it is incorporated into their areas of responsibility.

STRATEGIC GOAL #4: *Increase ACC student, staff, and faculty connections to the external community by enhancing College programs and services.*

Expected Outcome: By fall 2011, the average rating on the “Community Involvement” dimension of the MSES will yield a score of at least 3.25.

Expected Outcome: By fall 2011, the processes of 100% of ACC program advisory committees, as well as the College’s Advisory Council, will have been reviewed toward ensuring that advisory bodies can provide optimal expertise to ACC programs and operations.

Expected Outcome: By spring 2012, activities, special programs and events that bring the public (including prospective students) to the campus will increase by 10% over fiscal 2010 figures.



STRATEGIC DIRECTION – PARTNERSHIPS

Expand and forge new, mutually beneficial partnerships, ensuring the vitality and relevance of our curriculum and programs, distinguishing ACC as an integral and influential member of the community.

STRATEGIC GOAL #1: *Continue to foster a collaborative, empowering work environment that strengthens and promotes positive internal and external partnerships.*

Expected Outcome: By fall 2011, the average ratings on the “Empowerment” dimension of the Mountain States Employee Survey (MSES) will increase by 10% over 2008 results.

Expected Outcome: By fall 2011, the average ratings on the “Communication” dimension of the MSES will increase by 10% over 2008 results.

Expected Outcome: By spring 2012, donations by internal constituents to the ACC Foundation will increase from 25% to 30%.

STRATEGIC GOAL #2: *Establish a comprehensive, dynamic database of ACC’s partnerships, agreements and funding sources that will serve as a message board while minimizing the duplication of efforts in working with community members.*

Expected Outcome: By the end of summer 2011, a communication plan geared at improving communications with external partners will be launched.

Expected Outcome: By fall 2011, a new component of the “Communication” dimension of the MSES will yield at least a 3.25 average rating regarding institution-wide awareness and benefits of external partnerships.

Expected Outcome: By fall 2011, funding and resource opportunities for ACC will be increased by 10% over fiscal 2010 figures.

STRATEGIC GOAL #3: *Expand educational partnerships to enhance seamless transfer, or career pathways, for students.*

Expected Outcome: By spring 2013, the number of recent service-area high school graduates enrolling in one, or more, ACC courses will increase by 5% over fiscal 2010 figures.

Expected Outcome: By spring 2013, the number of ACC graduates transferring to baccalaureate institutions will increase by 5% over fiscal 2010 figures.

STRATEGIC GOAL #4: *Develop a process-oriented framework for the continuous, collaborative assessment of partnership initiatives.*

Expected Outcome: By fall 2011, ACC’s Partnership Report Card will provide baseline data for the assessment of partnership initiatives.



STRATEGIC DIRECTION – SUSTAINABILITY

Operate the College in a responsible manner that values, manages and preserves our human and natural resources.

STRATEGIC GOAL #1: *Develop and implement a capital construction and controlled maintenance “Master Plan” to accommodate projected student and program growth.*

Expected Outcome: By fall 2010, a capital construction and controlled maintenance “Master Plan” will be developed and implemented to accommodate projected student and program growth that is expected to be at least 10% over fiscal 2009 figures.

STRATEGIC GOAL #2: *Develop and implement a College Sustainability Plan that targets energy efficiency and resources recycling.*

Expected Outcome: By fall 2010, ACC will participate in a preliminary energy efficiency audit, conducted by Xcel Energy Company, to determine if energy cost efficiencies can be realized throughout campus facilities as recommended by the Governor’s Energy Office.

Expected Outcome: By spring 2011, ACC’s Master Plan will be amended to include LEED (Leadership in Energy and Environmental Design) guidelines.

Expected Outcome: By fall 2015, resource recycling figures will show a 25% increase over baseline figures.

STRATEGIC GOAL #3: *Establish a College plan that addresses projected human resource needs and sustainability, focusing on the recruitment and retention of highly-skilled personnel.*

Expected Outcome: By summer 2011, a five-year formal strategic staffing plan will be developed that accommodates projected staffing needs, with a particular focus on instruction, and the flexibility to adjust to variable budget constraints.

Expected Outcome: By summer 2011, ACC’s Human Resources Department will design innovative alternatives to traditional job design that will increase employee hiring/retention rates by 10% over fiscal 2010 figures.

STRATEGIC GOAL #4: *Maximize current and future fiscal stability by ensuring efficiency of programs and services.*

Expected Outcome: By spring 2010, the ACC budgeting process will be aligned in support of the Strategic Plan.

Expected Outcome: By fall 2010, the presentation to College personnel of the annual budget, as well as budget performance for the previous year, will become an annual practice

Expected Outcome: By fall 2011, 85% of College personnel surveyed will indicate a working understanding of ACC’s financial record-keeping system (Banner Finance).



STRATEGIC PLAN CONTRIBUTORS

ACC'S STRATEGIC PLANNING PROCESS STEERING COMMITTEE

President – Diana Doyle (2010 forward); Bert Glandon (2002-2009)

Executive Vice President – David Shellberg

Vice President of Instruction – Diane Hegeman

Director, Instructional Advancement – Donna Chrislip

ACC'S STRATEGIC PLAN CONTENT COUNCIL

President – Diana Doyle; Bert Glandon

Executive Vice President – David Shellberg

Vice President of Instruction – Diane Hegeman

Chief Operating Officer/HR – David Castro

Chief Financial Officer – Joe Lorenzo

Dean, Arts, Design, Social and Behavioral Sciences – Joanne Maypole

Dean, Liberal Arts and Professional Programs – Janna Oakes

Dean, Health, Sciences and Engineering – Linda Comeaux

Dean, Math, Business and Technology – Cindy Somers

Dean of Student Services – Connie Simpson

Dean of College Outreach – Kim Kuster Dale

Chief of Campus Police – Dennis Goodwin

Executive Director, Foundation – Courtney Loehfelm

Director, Institutional Research – Mary Sherman

Director, Marketing and Public Information – Murry Unell

Director, Learning Resource Center – Malcolm Brantz

Director, E-Learning – Lee Christopher

Director, The Center for Professional Development – Linda Merkl

Director, Instructional Advancement – Donna Chrislip

Director, Community Education – Kim Larson-Cooney

Manager, Corporate Learning Division – Michelle Griffith

President, Faculty Senate – Erica Hastert

Director, University Center at Chaparral – Linda Whitehouse

Director, Child Development Center – Mary Foster

Registrar/Director, Admissions/Records/Information Central – Darcy Briggs

Director, IT – Jeremy Porier; Buz Newman (Interim)

Director, Facilities – Facilities Representative

ACC'S STRATEGIC PLAN CONTENT COUNCIL *continued:*

Representative, Student Services Team – Dorado Kinney

Chair, Administrative Assembly – Lee Christopher

Chair, Classified Assembly – Amy Demrovsky

Tri-chairs of Strategic Planning Process Task Forces

ACC'S STRATEGIC PLANNING AMBASSADORS TEAM

FACULTY REPRESENTATIVES:

Debbie Grant

Ken Smith

Doc Viola

ADMINISTRATIVE REPRESENTATIVES:

Perri Cunningham

Lisa Grabowski

Thad Spaulding

CLASSIFIED REPRESENTATIVES:

Greg Hapke

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Kristi Williamson

As of September 2008



STRATEGIC PLAN

CONTRIBUTORS... *continued*

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As of September 2008

*Throughout the planning process,
it has been our goal to engage
institutional stakeholders in
face-to-face interaction and
personal discussion.*







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