2017-2020

Colorado Community Colleges Online

STRATEGIC PLAN
LETTER FROM THE EXECUTIVE DIRECTOR

On behalf of the State Board for Community Colleges and Occupational Education, Colorado Community College System (CCCS) and its thirteen system colleges, as well as the students we serve, Colorado Community Colleges Online (CCCOnline) is pleased to share its Strategic Plan for 2017-2020.

CCCOnline is an extension of and service to each of the colleges in the Colorado Community College System. By offering online courses through CCCOnline, system colleges may offer programs to their students that they may not be able to offer individually. Further, through flexible fifteen, ten, and six-week course schedules, students can complement their campus course schedules with online courses, thus paving the way to a timely degree or credential completion. By increasing the use of digital assets and Open Educational Resources, CCCOnline offers cost-effective resources to increase the educational value of the online student experience and maintain the community college’s promise of access and affordability.
CCCOnline has experienced dramatic growth and change since its creation in 1998. Although CCCOnline enrollment has leveled to approximately 50,000 students annually in recent years, CCCOnline continues to evolve, innovate, and challenge old models to achieve our goals and be a sustainable service to colleges, students, and the communities we serve.

Given the speed of change and the dynamic nature of online learning, we developed a three-year strategic plan that supports the broad goals outlined in the CCCS ten-year Strategic Plan. This three-year strategic plan clearly demonstrates the dedicated commitment, mission, vision, and values that drives CCCOnline to continually increasing our levels of service and excellence, and to ensure that CCCOnline remains a vibrant, relevant, inclusive, and innovative part of the Colorado Community College System.

*Dr. Tina Parscal*
Executive Director, CCCOnline
CCCS 2015 – 2025 GOALS

The CCCS Strategic Plan is the basis of the CCCOnline Strategic Plan.

The goals from the CCCS Strategic Plan are:

1. Transform the student experience.
2. Transform our own workforce experience.
3. Create education without barriers through transformational partnerships.
4. Redefine our value proposition through accessibility, affordability, quality, accountability, resource development, and operational excellence.
CCCS COLLEGES:

Arapahoe Community College
Colorado Northwestern Community College
Community College of Aurora
Community College of Denver
Front Range Community College
Lamar Community College
Morgan Community College
Northeastern Junior College
Otero Junior College
Pikes Peak Community College
Pueblo Community College
Red Rocks Community College
Trinidad State Junior College
WHO WE ARE

Colorado Community Colleges Online (CCCOntline) is a consortium of the thirteen colleges in the Colorado Community College System (CCCS). CCCOnline develops courses using subject matter and technology experts and instructional designers. These courses are then offered 100% online through the learning management system.

Through the CCCS colleges, CCCOnline offers regionally accredited degrees and certificates in various disciplines. CCCS colleges are regionally accredited by the Higher Learning Commission of the North Central Association of Colleges and Schools.

MISSION

Our organization is dedicated to the success of students and partner colleges by championing academic excellence, inclusiveness, and innovation in an online learning environment.

VISION

Providing every student with the opportunity to learn and succeed.

VALUES

Accessibility   Innovation
Excellence      Integrity
Inclusiveness   Service
Our Students
DATA FOR ACADEMIC YEAR 2016

Enrollments
47,459
Total
24,878
Individuals

Gender
Female 65%
Male 35%

Colorado Resident
86%

Ethnicity
Hispanic - Other 16.09%
White Non-Hispanic 66.57%

Student Age
<18 15.73%
18-20 27.29%
21-24 35.84%
25-34 13.36%
35-44 5%
45-54 1.59%
55-64 0.23%
65+ 0.96%
GOAL 1 - TRANSFORM THE STUDENT EXPERIENCE

CCCS KEY STRATEGY: Design rigorous educational experiences that combine the delivery of practical knowledge with the development of student creativity and innovation.

1.1 Develop partnerships with creative course development vendors that leverage OER and other types of digital content to provide a unique student experience.
MEASURE: Develop five courses per year using Open Educational Resource materials.

1.2 Expand accelerated (10- and 6-week) course offerings.
MEASURE: Redistribute course offerings for 15-, 10- and 6-week terms in 2017. Analyze enrollment trends annually to determine the optimal part of term to offer the accelerated courses (either 15-, 10-, or 6-week).

CCCS KEY STRATEGY: Implement and scale-up proven student support mechanisms that partner with students to confront and overcome educational barriers.

1.3 Improve student success rate.
MEASURE: Improve aggregate pass rate by two percentage points for 2018 AY.

1.4 Increase online and hybrid share of FTE enrollment annually by one percentage point beginning in FY 2017.
MEASURE: Increase CCCOnline’s FTE enrollment annually by at least one percentage point each year from 2017 to 2020.

1.5 Develop ten competency-based or adaptive courses by 2020.
MEASURE: Pilot at least one competency-based or adaptive course in AY 2018.
GOAL 2 - TRANSFORM OUR OWN WORKPLACE EXPERIENCE

**CCCS Key Strategy:** Develop technology-based, best practice repositories as employee resources.

2.1 Increase the use of learning object repositories in three statewide disciplines per year.  
MEASURE: Deploy a learning object repository by Fall 2018 to support three statewide disciplines.

**CCCS Key Strategy:** Reward teamwork, innovation, and measurable outcomes through employee recognition programs and compensation.

2.2 Invest in employee professional development to spur innovation and quality.  
MEASURE: 100% of staff and instructors will engage in professional development each year.
GOAL 3 - CREATE EDUCATION WITHOUT BARRIERS THROUGH TRANSFORMATIONAL PARTNERSHIPS

**CCCS Key Strategy:** Develop additional partnerships with businesses, K-12, community organizations, policymakers, and other higher education institutions.

3.1 Develop strategic partnerships at CCCOnline to increase enrollment.
   **MEASURE:** Develop at least one strategic partnership with industry, organization, or institution of higher education per fiscal year.

**CCCS Key Strategy:** Devise technology-supported and hybrid educational delivery solutions that transcend time and place barriers, maintain high quality, and foster student success.

3.2 Implement accessibility and Universal Learning Design throughout the CCCOnline student experience.
   **MEASURE:** Implement the CCCOnline accessibility plan by 2017. Secure a system-wide video capture, storage, and captioning solution.
GOAL 4 - REDEFINE OUR VALUE PROPOSITION THROUGH ACCESSIBILITY, AFFORDABILITY, QUALITY, ACCOUNTABILITY, RESOURCE DEVELOPMENT AND OPERATIONAL EXCELLENCE

CCCS Key Strategy: Develop system-wide capacity in institutional research and data analytics to support a culture of inquiry, evidentiary decision-making, and student success.

4.1 Develop greater capacity in predictive and summative analytics by FY 2020.
MEASURE: Utilize learning management system (LMS) and student information system (SIS) data analytics to support student success and evidentiary decision-making. Establish data governance system for CCCOnline in 2017.

CCCS Key Strategy: Promote the value of community colleges and our successful student outcomes to prospective students, policymakers, and taxpayers.

4.2 Develop strategic enrollment management and marketing strategy for CCCOnline.
MEASURE: Develop metrics for social media impression and click-through rates and propose appropriate goals in 2017. Develop a strategic enrollment marketing strategy in AY 2018.

4.3 Develop and monitor a project governance system for CCCOnline.
MEASURE: Establish an academic technology governance system in AY 2018.