

# STATE BOARD FOR COMMUNITY COLLEGES AND OCCUPATIONAL EDUCATION

April 9, 2025

**TOPIC:** Strategic Plan Ad hoc Launch Committee: Activating CCCS *Transforming Futures*

**PRESENTED BY:**

Diane Duffy, Executive Vice Chancellor and Chief Strategy Officer

**RELATIONSHIP TO THE “TRANSFORMING FUTURES” STRATEGIC PLAN:**

- Economic Mobility
- Education for All
- Empowered Talent
- Partner of Choice
- Power of 13

**EXPLANATION:**

**Summary:** During Chair Mascareñaz report at the March 12, 2025, Board meeting, he suggested the Board consider creating an ad hoc committee on the implementation of the new CCCS 2025-2030 strategic plan - [\*Transforming Futures: Together, WE WILL\*](#) to ensure the new strategic plan is “actionable” and does not become a document that sits on the shelf or digital dust. He mentioned the ad hoc committee could be comprised of board members, presidents, system staff, philanthropy partners, and business leaders. He requested that the Board consider this idea over the coming month and stated it would be a discussion item at the April Board meeting. Staff prepared this discussion draft to help facilitate the Board’s discussion at the April meeting.

**Proposed Name:** Strategic Plan Ad hoc Launch Committee: Activating CCCS *Transforming Futures*

**Purpose/ Why?** Aspen Institute’s community college excellence research reveals that “long-term, scaled change depends on college presidents and trustees<sup>1</sup> having a shared understanding of why student-outcome focused strategies and reforms are needed, agreeing on prioritized strategies, and aligning their review of metrics, policies, and budgets to those priorities.” Importantly, Aspen’s research indicates that with these foundational elements in place the alignment and cohesion of the Board’s, Chancellor’s, and Presidents’ decisions and strategies can transcend leadership cycles to create enduring structures focused on student success and post-completion outcomes. The Aspen research indicates that without disciplined focus, efforts are more likely to be disrupted by other factors such as chancellor, presidential, and board member turnover, budgetary uncertainty, and other priorities. The creation of an ad hoc committee, comprised of Board members, the Chancellor, Presidents, and others, dedicated to overseeing the structure and initial development and deployment of strategies will provide the focus and discipline necessary to ensure action.

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<sup>1</sup> In the case of CCCS, this includes the Chancellor.

**Proposed Charge:** Ensure a shared understanding of why strategies and reforms are needed, agree upon priorities, and align metrics, policies, and budgets to guarantee the successful launch of the *Transforming Futures* Strategic plan.

**Proposed Composition:**

- 2-3 Board Members
- Chancellor
- Executive Vice Chancellor & Chief Strategy Officer
- Vice Chancellor, Academic & Student Affairs
- 3 Presidents
- 2-3 Philanthropic Partners
- 1 Faculty
- 1 Learner
- 2-3 Business and/or Community Representatives (e.g. individual from Colorado Succeeds, Chamber, COBRT, EcoDevo organization, etc.)

**Proposed Duration:** Two years (August/Sept 2025 through August/Sept 2027); meeting three times annually. After two years, the Board would determine whether to extend the ad hoc committee or make other adjustments.

**Background:** At the October 2021 Board retreat, the Board reviewed the Board's Top Strategic Priorities (2022-2024) and progress on *Bold Solutions*, *CCCS Strategic Plan 2015-2025* and discussed the timing of developing the next CCCS strategic plan. The Board decided to form an ad hoc committee charged to recommend a plan for the development of the next comprehensive strategic plan, and to present recommendations to the Board at the May 2022 Board meeting. The Committee recommended, and the Board affirmed the plan to develop a five- year CCCS strategic plan to be approved December 2024. The Committee outlined a high-level work plan and timeline.

In Fall 2023 the yearlong strategic planning process kicked off with a recognition that CCCS stands at a pivotal moment in its history. With changing workforce demands, evolving student demographics, and a transforming state economy, the development of the new strategic plan was occurring at a crucial time. The process was grounded in open system design and was a collaborative effort of CCCS leadership - the Board, Chancellor, Presidents, Executive Leaders and communities served.

The first step – Phase I – was a comprehensive, deep listening tour. Working with college presidents, listening session dates were identified at every college across the system, including virtual sessions and direct engagement with faculty, staff, students, employers, and community members. To facilitate this undertaking, CCCS garnered the support of philanthropic partners, and through an RFP process, with Keystone Policy Center and engaged national experts.

From this listening process, emerged the co-creation of the CCCS strategic plan 2025-2030 - *Transforming Futures: Together, WE WILL* which was publicly announced at the end of January 2025 accompanied with a media campaign through Spring. Throughout 2025, colleges' will be aligning their respective strategic plans along with unique college-specific aspects. Work is beginning on the preparation of a recommended comprehensive measurement plan aligned with the Board Directional Measures.

**RECOMMENDATION:**

Staff recommends the Board approve the formation of the Ad hoc Committee on the Strategic Plan Launch.