

COMMUNITY COLLEGE OF AURORA

# STRATEGIC PLAN

2019-2024



COMMUNITY  
COLLEGE  
of AURORA



**“LET’S KEEP SETTING THE BAR HIGH FOR  
OURSELVES AND OUR STUDENTS.**

**LET’S ASPIRE TO BE THE COLLEGE WHERE  
EVERY STUDENT SUCCEEDS.**

**LET’S CONTINUE TO BELIEVE IN OUR  
STUDENTS AND EACH OTHER –  
AND ACKNOWLEDGE THAT ON  
THIS JOURNEY TOGETHER WE  
ARE ALL LEARNERS. ”**

**Betsy Oudenhoven, President**



## A LETTER FROM THE PRESIDENT

Dear colleagues:

With this strategic plan we are mapping out the next five years at the Community College of Aurora – five years that will take us to our 40th birthday.

It's going to be an exciting time. We have all the ingredients for success: a talented and passionate workforce, amazing students, the respect of our system and state colleagues, strong educational and community partnerships, and new relationships with business and industry. We will continue to build on the key initiatives of these past five years to increase student enrollment, retention and success – and to achieve equitable outcomes.

We will continue to believe in our students and in our ability to help them achieve their dreams. Our students are the most diverse in Colorado and deserve our best efforts. We know they can realize their potential if we can provide the educational conditions – both inside and outside the classroom - that will support their success.

I am proud of this college and our work together – and I know you are too. Over these next five years we will continue to build on the foundations we have laid, and with your talent, expertise, hard work, courage, and compassion, we will individually and collectively change lives.

A handwritten signature in black ink that reads "Betsy Oudenhoven". The signature is fluid and cursive.

**Betsy Oudenhoven, Ph.D.**

President

Community College of Aurora

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## VISION, MISSION, AND VALUES

### VISION

We aspire to be the college where every student succeeds.

### MISSION

The Community College of Aurora serves our diverse community by providing high quality instruction and support services to prepare students for transfer and employment.

### VALUES

Respect | Collaboration | Quality | Access | Diversity | Inclusion



**“WHEN I CAME TO CCA  
I DID NOT EXPECT  
TO GET INVOLVED IN  
STUDENT ACTIVITIES.  
I ENDED UP FALLING  
IN LOVE WITH THE  
COMMUNITY ASPECT  
OF CCA.”**

Christina Sachi, Class of 2019



# 1

## COMMITMENT TO ACADEMIC EXCELLENCE

- Develop, support, and assess rigorous and responsive academic and career preparation programs
- Provide faculty and instructors with professional development, learning opportunities, and instructional support
- Attract, support, and retain a diverse instructional workforce that reflects our student population
- Increase the number of full-time faculty
- Implement innovative and culturally relevant instructional methodologies

### INSTITUTIONAL OUTCOMES – 4Cs

All students at the Community College of Aurora are expected to develop competence in our institutional outcomes, the 4 Cs, in addition to competence in occupational and discipline knowledge. They develop proficiency in one or more of them during their time at CCA, both inside and outside of the classroom.

#### CAREER AND TRANSFER READINESS

Career and transfer readiness is the ability to adapt, commit to lifelong learning, and demonstrate knowledge and skills applicable in a global economy for successful transition into the workplace or continued coursework.

#### COMMUNICATION

Communication is the ability to effectively express, impart, or exchange feelings, thoughts, opinions, and information both orally and in writing.

#### CRITICAL THINKING

Critical thinking is the ability to analyze and evaluate information, evidence, arguments, and theories from multiple perspectives for use in the development of an opinion or conclusion.

#### CULTURAL COMPETENCE

Cultural competence is the ability to demonstrate awareness and integration of an intentional valuing of cultural differences and experiences in our decisions and interactions with all.





**“ I HAVE BEEN HUMBLLED  
BY THE OPPORTUNITIES  
I HAVE HAD TO LIFT  
UP AND AMPLIFY THE  
VOICES OF THOSE AT  
CCA WHO NEED A LITTLE  
EXTRA HELP. ”**

**Brandon Lowry, Class of 2020**

## 2

### COMMITMENT TO STUDENT LEARNING AND SUCCESS

- Erase equity gaps for students of color while increasing rates of retention, completion, transfer, and employment for all students
- Implement and operationalize the college-wide four-year assessment action plan
- Increase student understanding and attainment of CCA's institutional and program outcomes
- Further develop, implement, and assess the Guided Pathways initiative and advising model
- Continue to be the primary, high quality, and intentional provider of Concurrent Enrollment in our service area



*“Smaller class sizes allowed me to connect with my instructors.”*

- Nereida Arroyo-Ramirez, Class of 2019

## 3

### COMMITMENT TO AN INCLUSIVE COLLEGE CULTURE

- Create and sustain an institutional culture that is active, respectful, and mindful of equity, diversity, and inclusion at all levels of engagement
- Implement the Inclusive Excellence strategic plan
- Attract, support, and retain a diverse college workforce that reflects our student population
- Provide ongoing inclusive excellence training to all college employees
- Increase financial support for students of all demographics
- Strengthen communications among students, faculty, instructors, staff, and alumni





**“ I LEARNED A LOT IN A SHORT PERIOD OF TIME. I KNOW THAT THE ENTREPRENEURSHIP PROGRAM AT CCA WILL HELP ME TAKE MY FAMILY’S BUSINESS TO THE NEXT LEVEL. ”**

Trisha Buskey, Completed CCA’s Entrepreneurship Program in 2019



## 4

## COMMITMENT TO COMMUNITY LEADERSHIP AND SERVICE

- Provide leadership and programs to meet regional workforce development needs
- Establish and sustain community service and leadership opportunities for students, staff, faculty, and instructors
- Expand partnerships with employers, community organizations, and city, county, and state governments
- Strengthen relationships within the P-20 (preschool through college) pipeline
- Develop and promote community-focused training, events, and activities

## 5

## COMMITMENT TO INSTITUTIONAL GROWTH AND EXCELLENCE

- Strategically grow student enrollment
- Increase grant, donation, and other external revenue
- Collaborate with the CCA Foundation on capital campaigns
- Increase technological resources for all students and employees
- Expand and invest in college facilities that create inclusive spaces for students and personnel to engage in academic and non-academic activities
- Seek to improve compensation, benefits, and professional development for all college employees
- Identify, clarify, and streamline institutional processes



*“I will be forever grateful for people I grew with and the opportunities I received at CCA, especially from its STEM program. I learned so much from building robots and designing experiments that were sent to space with the NASA-affiliated RockSat-X project.”*

- Henry Reyes, Class of 2019



# CCA SUCCESS STORIES





## **MAYOR BOB LEGARE** | CLASS OF '95

Bob LeGare was appointed as Mayor of Aurora, Colorado in 2018. After graduating from CCA he went on to earn a B.A. in Business Administration from the University of Phoenix. Prior to becoming mayor, LeGare served as an at-large Aurora City Council Member for more than 15 years in four non-consecutive terms. Outside of politics, LeGare was a commercial property manager and commercial real estate broker for the majority of his career.



## **MARIELLE AKKO** | CLASS OF '13

Marielle immigrated to the United States from Côte d'Ivoire in 2010. After graduating from CCA with associate degrees in science, she attended the Colorado School of Mines, earning B.S. and M.S. degrees in Petroleum Engineering as well as two additional M.S. degrees in Petroleum Economic Management and Engineering Technology Management. She currently works for Schlumberger in Midland, Texas.



## **ULISES VENEGAS-RIVERA** | CLASS OF '17

After a year at CCA, Ulises transferred to the University of Southern California in fall 2018. He is currently majoring in philosophy and minoring in public policy. During his time at CCA he volunteered with Support, Inc. and Children's Hospital Colorado, and founded United Leaders in Higher Education (ULHE), a Colorado group dedicated to the education and empowerment of students regardless of immigration status. A Deferred Action for Childhood Arrival student himself, Ulises continues to be active with ULHE and has plans to make it a national organization in the near future.



## **AISHA ABDULLAH** | CLASS OF '19

Originally from Somalia, Aisha enrolled in CCA's Accelerated Pathways to Success Program where she worked hard to strengthen her proficiency in English. After meeting the college's language requirements, she entered CCA's phlebotomy program and earned a certificate. Aisha also successfully improved her resume and interviewing skills during her time here. Eventually, Aisha accepted a food services position at University of Colorado Hospital where she works today. She continues to learn as much about healthcare and nutrition as possible so that one day she can return to Somalia and help mothers better care for their children.

# *Thank you Strategic Plan Committee for all your hard work!*

**Lynn Adams** | Director of Development, CCA Foundation

**Bob Callaway** | Assistant Director, Human Resources

**Carolyn Campos** | Pathway Advisor, Advising

**Ana De Leon** | Student

**Kristine Doramé** | Social Media Specialist, Communications and Marketing

**Xochil Herrera** | Controller, Fiscal Affairs

**Janel Highfill** | Associate Vice President of Workforce, Partnerships, and Resource Development, Grants and Planning

**Chris Juarez** | Associate Dean, School of Professional Studies and Science

**Dan Lawrence** | Director of Library Services

**Ana Martin-Mejia** | Associate Dean of Assessment | Associate Dean, Center for Communication and Languages, Creative Industries, and People, Societies and Ideas

**Mary Rusboldt** | Assistant to the Vice President of Institutional Effectiveness

**Darius Smith** | Instructor, Political Science

**Judy Steele** | Assistant Director, Military and Veteran Services

**Brandon Thierry** | Student

**Cheryl Waite** | Lead Pathway Advisor, Advising

**Chris Ward** | Vice President of Institutional Effectiveness

**Robley Welliver** | Faculty, English

