A Message From Our President

Like community colleges everywhere, CCD faces a time of significant challenges as we respond to the diverse and evolving needs of our students and our community. Yet times of challenge are also times of opportunity, and it’s clear that CCD has the ability to not merely meet those challenges, but to define a new model of what a community college can be for the city of Denver and beyond. To do so, we need to rally around a shared vision of what we can become. This new strategic plan, inspired by the voices of our students, our community, and our CCD team, embodies that shared vision. Together, we can shape an extraordinary future.

Sincerely,

Everette J. Freeman
CCD President

Targets 2019

CCD will serve as the model of community college education that successfully integrates the entire college to support student learning and success.

CCD will provide all students with thoughtfully designed program tracks that align with institutional outcomes and workforce needs.

CCD will double the percentage of students who complete certificates and degrees.

CCD will re-energize and redefine the college as the destination for high-quality transfer and workforce preparation.
STRATEGIC PRIORITIES

These priorities are vital to help us reach our 2019 targets:

1. **Student Learning & Success**
   CCD will prioritize student learning and successful completion of educational goals.
   - **We will:**
     - Support innovative programs that are relevant, integrated and of consistent high quality
     - Increase successful persistence, transfer and completion of certificate and degree programs
     - Create achievable short-term educational goals to encourage student persistence
     - Identify other success measures of student learning including academic, social and personal development
     - Collaboratively assess and refine academic and support programs to meet diverse needs

2. **Organizational Integration & Effectiveness**
   CCD will re-envision internal relationships to maximize college assets and provide an environment for excellence.
   - **We will:**
     - Establish inclusive, collaborative and student-centered decision making processes across college sectors that align with strategic priorities
     - Examine and refine institutional structure and processes
     - Create and foster a culture of collaboration & integration
     - Improve service to students and community by increasing college-wide knowledge of processes, procedures and resources
     - Integrate and refine ongoing support structures for students
     - Provide continuing professional development, training and collaborative support systems for employees which foster dialogue and integration

3. **External Engagement & Partnerships**
   CCD will build bridges into the community to address needs, improve engagement and create opportunities.
   - **We will:**
     - Evaluate, reestablish, increase and sustain relationships with business, industry and community organizations
     - Evaluate, reestablish, increase and sustain relationships with educational partners
     - Foster relationships necessary for robust funding for student success
     - Develop and sustain an ambitious and compelling marketing, branding and image campaign

4. **Culture of Evidence, Transparency & Shared Information**
   CCD will increase access to information and data to enhance institutional decision making.
   - **We will:**
     - Develop a systemic approach to gather, organize and analyze usable data
     - Develop a systemic approach to gather, organize and share information about resources and support systems
     - Develop accurate, relevant, and easy to use systems for timely access and communication of needed information
Strategic Plan | Committee Members

**Committee Co-Chairs**
Sara Pangle – Chair, Mathematics Department/Assistant Professor  
Stephen Thomas – Chair, English Department/Professor

**CCD Employees**
Chris Arcarese – Director, Information Technology Services  
Kate Caruso – Chair, Adjunct Faculty Senate/Adjunct Faculty  
Patty Davies – Assistant Director, Human Resources  
Rachel Davis – Director, Academic Advising Center  
Bret Hann – Professor, Developmental English  
Stephanie Harrison – Dean, Health Sciences  
Lori Kester – Dean, Enrollment Services  
Lindsay Lockwood – Contract & Budget Coordinator, Administrative Services  
Carol Miller – Chair, Faculty Council/Chair, Business & Economics/Professor  
Mike Nowicki – Advisor, Educational Opportunity Center  
Brandon Protas – Director, College Pathways  
Margaret Puryear – Director, Institutional Research & Planning  
Gustavo Rivas – Manager, Call Center  
Frances Robles – Office Manager, Center for Career & Technical Education  
Ryan Ross – Dean, Student Development & Retention  
Sue Samuelson – Director, Creative Services  
Kevin Seiler – Director, Facilities Services

**Community Partners**
Nate Easley – Executive Director, Denver Scholarship Foundation/  
CCD Advisory Council Member  
Rana Tarkenton – Deputy Director for Programs, Denver Scholarship Foundation

**Students**
Mark Harper – Vice President, Student Government Association/CCD Student  
Monique Prante – CCD Student

*Special thanks to Dr. Linda Bowman, Colorado Community College System Vice President of Executive Leadership Training & Development, for her support and guidance throughout this strategic planning process.*
CCD Vision Statement
Every member of our community will attain the education he or she desires.

CCD Mission Statement
CCD provides our diverse community an opportunity to gain quality higher education and achieve personal success in a supportive and inclusive environment.

CCD Values
Involvement
Student-Focus
Integrity
Lifelong Learning
Excellence
Healthy Work Environment

*As a member of the Colorado Community College System, CCD has designed its Strategic Plan and aligned its strategic priorities in support of the System.*