

Vision 2020: Successful Students, Successful Communities

Mission: At Front Range Community College, we enrich lives through learning.

Vision: Our vision is that all students at Front Range Community College will accomplish their educational and career goals. We will be recognized for our singular focus on student success, our exceptional teaching, our strong commitment to diverse learners and communities, and our effective business and community partnerships.

Commitments: We are committed to:

- Collaboration
- Communication
- Fiscal sustainability
- Inclusiveness
- Operational efficiency
- Recognition and reward of employees
- Student-focused and data- informed decisions
- Transparency

Core Values: **We value students.**
We value them as people and as learners and for the diverse perspectives that they contribute.

We value teaching and learning.
We value exceptional teaching in a dynamic and varied learning environment.

We value community.
We value a sense of community and collaboration in partnerships. We identify ourselves as one college that supports many communities.

We value employees.
We value the commitment, knowledge, diversity, and uniqueness of our employees. We value the strengths of our employees, as well as their potential.

Introduction

At Front Range Community College, each part of this plan aims us toward our overarching goal: student success. Inspired by our students, grounded in research and our community partnerships, and cultivated by our employees, the goals and objectives represent our commitments for the next five years. The priority initiatives will guide most of our work in calendar years 2016 and 2017. After that point we will rely on our experiences and assessment to craft the next years' initiatives.

A Strategic Plan is only as influential as the culture that surrounds it. We are committed to creating an inclusive culture that supports excellence, innovation, and staff engagement and that recognizes that all employees at the college, both full-time and part-time, play an important role in helping students achieve success.

We know that students define success in many ways, and we strive to develop learner-centered environments that help students meet their individual goals. We also know that for most of our students, success includes graduating and/or transferring, so our concerted effort over the next five years will be to improve the percentage of students who achieve those milestones. One critical way we will do this is by implementing the 2015 recommendations of our Student Success Taskforce.

Student success is not just a credential; our students must have robust learning experiences that match the needs of our communities. Just as we are committed to student success, we are committed to strong partnerships with businesses, key community organizations, and other members of the community to ensure our graduates have the skills that will help them build successful careers and successful communities.

To fully support our evolving communities and adapt to the globalized world we live in we must respect and celebrate the diverse experiences, backgrounds, and perspectives of all of our students and employees. We are dedicated to creating a climate of inclusion and an environment that welcomes and respects our differences, including but not limited to ethnicity, race, gender, age, sexual orientation, language, nationality, physical and mental abilities, and socio-economic status.

Goal 1: Create a Superior Student Experience

Student success requires a superior student experience in every step of each student’s journey. Building on clear and well-defined pathways for students to achieve a degree or transfer, we will infuse the whole college experience with an inclusive and robust support system. We will reduce barriers to success by expanding our support for students from diverse backgrounds throughout their journey with FRCC, from connection through completion. We will promote superior instruction in the classroom and online that is built on best practices and rigorous assessment and that actively engages students in rigorous yet flexible learning opportunities. We will benefit from the creativity, expertise, and innovation of our employees, and we will promote collaboration among instruction, student services, and other departments.

FRCC will:

Objective 1.1	Objective 1.2	Objective 1.3	Objective 1.4
Design coherent and intentional pathways to completion that provide flexibility in scheduling and delivery options.	Implement and measure instructional best practices that enhance student learning and foster an inclusive learning environment.	Ensure that all students experience a strong start by implementing a smooth and integrated process from on-boarding through the end of the first semester.	Establish robust, inclusive support systems and reduce barriers to completion to ensure students are steadily progressing towards their educational goals and successfully transitioning to the workforce or further education.

Accomplishments and 2018-2020 Priority Initiatives

Objective 1.1	Objective 1.2	Objective 1.3	Objective 1.4
<p>Accomplishments</p> <ul style="list-style-type: none"> ✓ Prepared academic maps (MAPs) for each degree (1.1.A); refined the MAPs to better reflect transfer needs and course offerings (1.1.A.2) ✓ Established basic college-wide principles for course scheduling to guide campus decision making 	<p>Accomplishments</p> <ul style="list-style-type: none"> ✓ Implemented SCOPE assessments in 15 high-enrolled courses as of Spring 2018 (1.2.A) ✓ Developed Program Learning Outcomes for 21 CTE programs as of Spring 2018 (1.2.A) ✓ Implemented mid-term progress reporting (1.2.B) 	<p>Accomplishments</p> <ul style="list-style-type: none"> ✓ Implemented new onboarding process, including redesigned and required New Student Orientation (1.3.A); implemented College Now Online Orientation (1.3.A.3) ✓ Implemented on-time and priority registration (1.3.B); evaluated and made 	<p>Accomplishments</p> <ul style="list-style-type: none"> ✓ Implemented proactive student support initiatives, including redesigned advising model and supplemental instruction in math (1.4.A) ✓ Developed clear vision for advising and expectations for advisors with training

Objective 1.1	Objective 1.2	Objective 1.3	Objective 1.4
<p>(1.1.B); identified and implemented programmatic scheduling changes to promote enrollment and completion of students aged 23+ (1.1.C)</p>	<p>✓ Implemented Active Learning Institute to provide professional development on instructional techniques that use active learning pedagogies (1.2.C)</p>	<p>changes to registration policies (1.3.B.2)</p> <p>✓ Reviewed Start 2 and Start 3 enrollment data and revised scheduling plans (1.3.B.3)</p> <p>✓ Implemented “Making the First Day Count” initiative (1.3.B.4)</p> <p>✓ Implemented EAB Student Success Suite (1.3.D)</p>	<p>and accountability measures (1.4.A.2)</p> <p>✓ Developed Career & Academic Communities (CACs)</p>
<p><u>Current Priorities</u></p> <ul style="list-style-type: none"> • CURRENTLY ON HOLD: Identify, by August 2019, degrees and certificates to market as fully online, and additional degrees and certificates that could be created as fully online. (1.1.D) <i>Responsible: Gillian McKnight-Tutein</i> 	<p><u>Current Priorities</u></p> <ul style="list-style-type: none"> • Review the current student learning outcomes assessment plan and develop a vision and implementation plan for the next three to four years by April 2020 (1.2.A.2) <i>Responsible: Stacey Hogan, Student Learning Committee</i> • Develop long-term strategy by May 2020 to sustain active learning professional development. (1.2.C.2) <i>Responsible: Campus VPs, Gillian McKnight-Tutein</i> • Develop a plan by August 2019 for providing professional 	<p><u>Current Priorities</u></p> <ul style="list-style-type: none"> • Based on first few semesters of experience, implement updated orientation practices, including a Transfer track, by January 2020 for fall 2020 students (1.3.A.2) <i>Responsible: Student Affairs deans (Carla Stein and Chico Garcia – leads)</i> 	<p><u>Current Priorities</u></p> <ul style="list-style-type: none"> • Design plan by spring 2019 for serving students who have 30-60 credits within their assigned Career and Academic Communities (CAC) (1.4.A.3) <i>Responsible: Student Affairs deans</i> • Implement Supplemental Instruction college-wide in 85% of sections of Math 120, 121, and 135 by spring 2020 (1.4.A.4) <i>Responsible: Mary Lee Geary, math instructional deans</i> • Develop and implement a student communications strategy by March 2020

Objective 1.1	Objective 1.2	Objective 1.3	Objective 1.4
	<p>development opportunities to support faculty and instructors in integrating Student Success Course principles across courses (1.2.D; replaced original initiative about Student Success Course - 1.3.C) <i>Responsible: Tammy Vercauteren</i></p> <ul style="list-style-type: none"> Develop and implement a plan by Spring 2021 to have at least 50% of all developmental mathematics students enrolled in co-requisite remediation (1.2.E) <i>Responsible: Mathematics instructional deans</i> 		<p>that includes regular positive reinforcement of student progress (1.4.B) <i>Responsible: Tamara White</i></p> <ul style="list-style-type: none"> Develop and implement Career and Academic Community (CAC) programming by December 2019 (1.4.C) <i>Responsible: CAC campus co-leads (support from campus VPs)</i> Ensure each major student success initiative has a clear assessment plan developed and posted on the intranet by March 2020. (1.4.D) <i>Responsible: Stacey Hogan</i>

Goal 2: Embrace Organizational Excellence

Student success grows from a culture that fosters inclusivity, innovation, collaboration, and excellence. In all of our activities and dialog, we will strive to include and respect the diverse experiences, values and perspectives of our students and employees, and we will actively work to ensure that FRCC is a welcoming and inclusive environment. Because an investment in our employees is an investment in our students, we will recognize employee contributions and support training and professional development that help our employees, both full-time and part-time, grow. We will focus on agility and efficiency in our organizational processes since they ultimately affect our students' ability to navigate the college experience smoothly. We will invest in safe, accessible, and appealing facilities on all campuses that meet student and staff needs. We will also commit to fiscal responsibility and efficiency in all operations so that our resources can be focused on best assisting students, and we will invest in successful grant development and fundraising to broaden our funding sources. Finally, we will continue to assess our work and use data to make informed decisions.

FRCC will:

Objective 2.1	Objective 2.2	Objective 2.3	Objective 2.4	Objective 2.5
Foster a climate of inclusivity so that all students and employees, both full-time and part-time, are welcomed, supported, and valued for their contributions.	Promote an environment that supports and recognizes employee engagement, innovation, and collaboration, for both full-time and part-time employees.	Achieve greater agility and efficiency by streamlining processes and establishing clear organizational roles, responsibilities, and accountabilities.	Secure supplemental revenue streams that support key strategic initiatives.	Ensure that all employees and students can work and learn in safe, accessible, and appealing facilities.

Accomplishments and 2018-2020 Priority Initiatives

Objective 2.1	Objective 2.2	Objective 2.3	Objective 2.4	Objective 2.5
<p>Accomplishments</p> <ul style="list-style-type: none"> ✓ Developed a college-wide Philosophy of Inclusion (2.1.A); convened the Equity, Inclusion, and Diversity Council (2.1.A.2) ✓ Implemented Implicit Bias 	<p>Accomplishments</p> <ul style="list-style-type: none"> ✓ Implemented annual All-College Meeting and Professional Development Day for full-time and part-time employees; added discipline meetings starting 	<p>Accomplishments</p> <ul style="list-style-type: none"> ✓ Identified via survey a prioritized list of processes to streamline and worked with departments to improve 79 processes (2.3.A, 2.3.A.2) ✓ Established 	<p>Accomplishments</p> <ul style="list-style-type: none"> ✓ Awarded a \$2.2 million Title III grant (2.4.A) ✓ Awarded four new grants that are above \$500,000 each and added staff in the grants department to 	<p>Accomplishments</p> <ul style="list-style-type: none"> ✓ Implemented training on critical aspects of emergency preparedness and the standard emergency response protocol including full-

Objective 2.1	Objective 2.2	Objective 2.3	Objective 2.4	Objective 2.5
<p>training for all hiring committees (2.1.B, 2.1.B.2)</p>	<p>Fall 2019</p> <ul style="list-style-type: none"> ✓ Added instructor representatives on Faculty Senates ✓ Initiated recognition of instructor years of service 	<p>functional org charts for each finance, administrative, and student affairs department (2.3.B)</p> <ul style="list-style-type: none"> ✓ Implemented Ad Astra scheduling software (2.3.C) ✓ Developed a revised management and financial model for online courses (2.3.D) ✓ Reassign Time Task Force presented recommendations to Cabinet. Related work is ongoing. (2.3.E) ✓ Developed FRCC Key Performance Indicators (KPI) and disseminated annual KPI report (2.3.F) 	<p>develop additional proposals (2.4.B)</p> <ul style="list-style-type: none"> ✓ Raised more than \$1 million toward equipment for Center for Integrated Manufacturing (CIM) (2.4.C) ✓ Launched capital campaign and raised more than \$1 million for the Health Care Careers Center (2.4.D, 2.4.D.2) 	<p>scale exercises at each campus and regular table-tops and drills (2.5.A)</p> <ul style="list-style-type: none"> ✓ Upgraded all exterior doors to electronic locks (2.5.C) ✓ Completed BCC student life remodel (2.5.D) ✓ Finished Health Care Careers Center (HCCC) design and began construction (2.5.E)
<p>Current Priorities</p> <ul style="list-style-type: none"> • Develop a plan by May 2020 to achieve equity in outcomes for students from underrepresented groups, as 	<p>Current Priorities</p> <ul style="list-style-type: none"> • INITIATIVE IN REVISION FOR VISION 2025: Review current practices and research strategies that 	<p>Current Priorities</p>	<p>Current Priorities</p> <ul style="list-style-type: none"> • Between January, 2020, and December, 2020, raise an additional \$750,000 for the Health Care 	<p>Current Priorities</p> <ul style="list-style-type: none"> • Implement contingency planning and training for faculty and staff by June 2021, such that

Objective 2.1	Objective 2.2	Objective 2.3	Objective 2.4	Objective 2.5
<p>compared to overall student outcomes (2.1.C) <i>Responsible:</i> <i>Elena Sandoval-Lucero, Jean Runyon</i></p>	<p>support and recognize employee engagement, innovation, and collaboration by December 2016 (2.2.A) <i>Responsible:</i> <i>Strategic Planning Committee</i></p>		<p>Careers Center (2.4.D.3) <i>Responsible:</i> <i>Ryan McCoy, Jean Runyon</i></p>	<p>courses and critical services can be sustained in the event of an extended campus closure (2.5.B) <i>Responsible:</i> <i>Patti Arroyo</i></p>

Goal 3: Provide Dynamic Programming through Community Partnerships

Student success requires dynamic, current, and relevant programs that lead to sustainable employment at a living wage. We will work closely with our business and community partners to educate and train highly qualified employees, develop a strong regional workforce, and identify opportunities for appropriate and responsible program development. We will develop and maintain relevant programs and partnerships that educate students for viable careers, promote life-long learning, and improve the communities we serve. We will continue to strengthen our partnerships by effectively communicating our mission, values, and contributions to our stakeholders.

FRCC will:

Objective 3.1	Objective 3.2	Objective 3.3
Strengthen relationships with local school districts and 4-year colleges and universities to create seamless pathways for students.	Engage community partners in developing effective and efficient credit and non-credit programs that support students' attainment of relevant skills.	Broaden our outreach and community connections to create greater awareness of the college's mission, values, programs, and contributions to the community.

Accomplishments and 2018-2020 Priority Initiatives

Objective 3.1	Objective 3.2	Objective 3.3
<p><u>Accomplishments</u></p> <ul style="list-style-type: none"> ✓ Developed and implemented P-TECH partnerships with two school districts (3.1.A) ✓ Developed specific plans for each campus to strengthen concurrent enrollment programs (3.1.B), including vision, staffing plan, and operating guidelines (3.1.B.3) as well as specific steps for each campus to improve outreach to concurrent enrollment (CE) students with a goal of increasing the percentage of CE students who attend FRCC post high-school graduation (3.1.B.2) 	<p><u>Accomplishments</u></p> <ul style="list-style-type: none"> ✓ Implemented enhanced career-technical program review process through CTE Academy for Continuous Improvement (3.2.A) ✓ Developed specific plans to increase the number of students trained in customized instruction programs (3.2.B) ✓ Implemented redesign of Corporate Solutions organization (3.2.B.2) ✓ Evaluated advisability of expanding academic programming and student support services in Loveland (3.2.C); developed plan for future of Loveland Center (3.2.C.3) 	<p><u>Accomplishments</u></p> <ul style="list-style-type: none"> ✓ Developed focused, data-driven plans to fully use the capabilities of the Recruit module (3.3.A) and redeveloped and expanded targeted prospective student plan with Recruit (3.3.A.2) ✓ Developed focused, data-driven outreach plans at each campus and for Online Learning that integrated with the college-wide Recruit plan (3.3.B) ✓ Using updated research, redeveloped advertising and digital marketing plan to address key areas of enrollment decline, particularly students aged 23+ (3.3.C) ✓ Increased connections to

Objective 3.1	Objective 3.2	Objective 3.3
	<ul style="list-style-type: none"> ✓ Developed a plan for closure of Prospect Center based on moving programs to Health Care Careers Center (HCCC). (3.2.C.2) ✓ Developed and implemented sustainability plan for Machining program (3.2.D) ✓ Opened the Center for Integrated Manufacturing (CIM) (3.2.D.2, 3.2.D.3) ✓ Created a strategy for reviewing programming in CIS and related fields, with a focus on better integrating online and classroom offerings (3.2.E) ✓ Evaluated and developed new programs in high demand areas, including law enforcement academy, emergency dispatch, optics technology, construction trades, surgical technology, and patient care technician. Also expanded medical assisting and practical nursing programs (3.2.F) ✓ Ran three full cohorts of the Law Enforcement Academy and explored ways to serve Boulder County students (3.2.F.2) ✓ Developed Highway Maintenance Management (3.2.F.3) ✓ Reinvigorated Surgical Technology program (3.2.F.4) ✓ Implemented BAS in Geospatial Sciences (3.2.F.5) ✓ Launched Bachelor of Science in Nursing (3.2.F.6) 	<p>community organizations and other groups serving communities of color (3.3.D)</p> <ul style="list-style-type: none"> ✓ Hosted FRCC 50th Anniversary celebration events and activities at each campus

Objective 3.1	Objective 3.2	Objective 3.3
	<ul style="list-style-type: none"> ✓ Developed the Boulder/Broomfield IT Sector Partnership (3.2.G) 	
<p><u>Current Priorities</u></p>	<p><u>Current Priorities</u></p> <ul style="list-style-type: none"> • Update CXX curriculum and scheduling plans by May 2020 to better serve changing employer needs and meet student needs (3.2.E.2) <i>Responsible: Jean Runyon, CXX instructional deans</i> • Develop plans for at least one CTE program at Brighton by fall 2019 with implementation fall 2020 (3.2.F.7) <i>Responsible: Cathy Pellish</i> 	<p><u>Current Priorities</u></p>