# STRATEGIC PLAN

## 2019 - 2022

**COMPLETE COLLEGE AMERICA**

## Mission

CCA is a bold national advocate for dramatically increasing college completion rates and closing equity gaps by working with states, systems, institutions, and partners to scale highly effective structural reforms and promote policies that improve student success.

## Vision

CCA envisions a nation where all students, regardless of race, ethnicity, socioeconomic status, or familial educational achievement, have equal opportunities to access and complete a college education or credential of value because postsecondary institutions, policy makers, and systems of higher education welcome, invest in, and support these students through and to an on-time completion.

## Goals and Strategies

### Goal 1. Reach & Influence

1. Amplify CCA's clear and compelling voice
2. Serve as a credible advisor and thought partner to local, state, and national policymakers, to raise awareness and promote solutions related to equity and college completion
3. Capture and communicate data to inform and support CCA's advocacy and policy work
4. Strengthen the advocacy capacity of the CCA network that includes an emphasis on equity
5. Enhance CCA's advocacy efforts at the state and national levels

### Goal 2. Results at Scale

1. Serve as a connector and resource for the adoption and scaling of evidence-based completion and equity strategies
2. Scale solutions through the deployment of CCA Fellows and content experts, with an emphasis on diversity and equity
3. Identify and develop local leaders who can promote adoption and scaling of the college completion agenda
4. Revisit Alliance model, including benefits and elements of Alliance membership
5. Track and report on effective adoption and scaling of Game Changers

### Goal 3. Emergent Innovation

1. Monitor emerging strategies and issues that impact college completion and equity
2. Appropriately share and lead conversations around emerging strategies
3. Define and apply the process lifecycle of a Game Changer.

### Goal 4. Operational Excellence

1. Align budget to strategic plan priorities and organizational goals
2. Diversify and effectively manage funding
3. Explore a fee-for-service model
4. Clarify organizational structure and enhance climate through clear and motivating policies, roles, and responsibilities
5. Expand CCA's structural capacity through an effective combination of internal talent and high-quality contractors and consultants
6. Improve organizational communication

### Goal 5. Board Impact

1. Build the size, composition, and capacity of the board
2. Build shared sense of collectivity between board and staff
3. Apply board member skills and expertise to CCA priorities