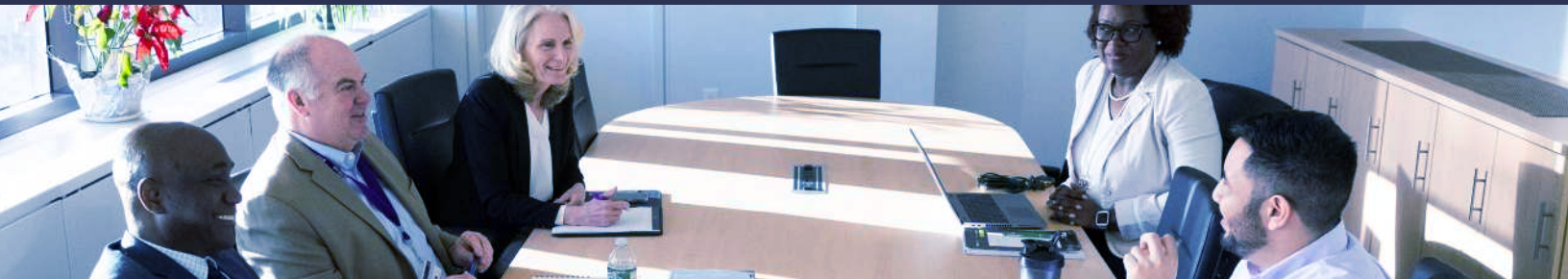


Mobilizing the Boldest Innovation

*for Every Leader,
Every Campus,
Every System*





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Dear Partners,

For 15 years, Complete College America (CCA) has been building movements for scaled systemic change and transforming institutions. Together, our committed network of unapologetic reformers is working to pair bold, innovative thinking with practical actions that colleges and policymakers can implement across every level of higher education.

Our reach is growing. The CCA Alliance now includes 53 members, and we work with 86 percent of the nation's public, degree-granting colleges, along with several private Minority-Serving Institutions.

While we have expanded our efforts over the past 15 years, we have studied the best ideas and co-designed the most promising practices to move the needle on college completion. We have learned a lot about how to translate these ideas into actionable strategies and equip cross-sectional teams to accelerate implementation. We also have learned a lot about how best to organize CCA and our work to be nimble and innovate as we continue to lead and grow this movement.

As we build on these lessons and look to the next phase of our work, we have refreshed our brand to reflect our solutions-oriented and future-focused approach. We also have updated our strategic goals, laying out plans for how to structure our work for the next three years. Developed with thoughtful input and guidance from CCA staff, members of the CCA Board, Alliance members, CCA Fellows, and funders, the plan outlines three major goals:

- Set a renewed public agenda for college completion;
- Accelerate learning across the Alliance; and
- Promote new structures and solutions for innovation at scale.

Two cross-cutting sets of actions will enable our work in these areas:

- Lead by example as a learning organization; and
- Deepen Board impact.

The plan also includes subgoals and specific action steps we will take to continue to fulfill our mission and realize our vision of a world in which all learners of every race, ethnicity, socioeconomic status, and educational background can graduate on time because the higher education system—every pathway, institution, and state—supports them.

When it feels like the field is evolving faster than ever before, we believe the most successful approach is to take these bold steps with trusted partners who know the context of higher education but can also step outside its confines. We thank those who generously contributed their time and expertise to developing this plan, and we invite you to read more to find out how we will implement it. Please join us in taking a new, big swing for student success.

Sincerely,



Yolanda Watson Spiva, Ph.D.
President



Robin Martin, Ed.D.
Board Chair

About Complete College America

The barriers to college completion are complex and intertwined. No one educator, department, institution, or state can solve them. Without a simultaneous and intersectional approach, those barriers will continue to rob all of us—educators, advocates, and students alike—of the life-changing benefits of a complete college journey.

Complete College America (CCA) builds movements for scaled change and transforms institutions. Since its founding in 2009, CCA has paired bold, innovative thinking with practical actions that colleges and policymakers can implement across every level of higher education. CCA’s work centers on researching and testing education reforms, providing coaching and support, and advocating for change. Across these areas, CCA uses data to identify barriers and design successful strategies; aligns policy, perspective, and practice so complex systems operate effectively; connects experts to amplify their insights; and builds

shared accountability. The organization is at the center of the broad CCA Alliance, which is driving change that works for every leader, every campus, and every system.

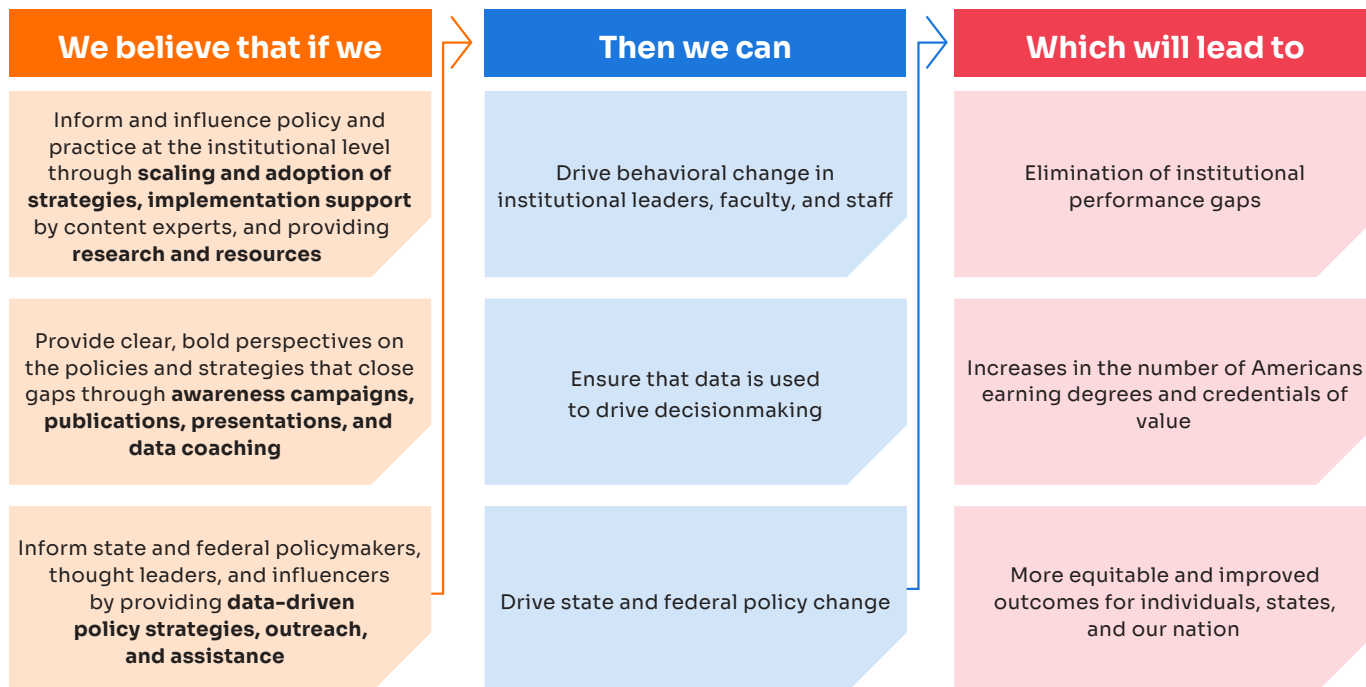
Our Mission

CCA mobilizes states and institutions to accelerate the creation of a higher education system that relentlessly pursues the boldest innovation for every leader, every campus, and every system.

Our Vision

A world where all learners of every race, ethnicity, socioeconomic status, and educational background can graduate on time because the higher education system—every pathway, institution, and state—supports them.

Our Theory of Change



About the Plan

The 2025–27 strategic plan builds on the groundbreaking work CCA has led over the past 15 years and sets ambitious goals for the next three years. The goals were developed with extensive input from CCA staff, the Board of Directors, Alliance members, Fellows, and funders. (See Appendix for more details.)

Together, CCA and our partners reflected on what the field needs to fulfill our mission and continue to turn our vision into reality. Identified needs included:

- Voices that can speak with authority and marshal evidence about what does, and does not, move the needle;
- Steady advocates, no matter the political, social, or economic climate;
- A translator to make sense of issues and strategies and to connect the dots across contexts and audiences;
- Structure to tackle long-term challenges from new angles;
- Opportunities to be creative, take risks, and succeed and fail in pursuit of progress; and
- Bridges to new ideas and mindsets shared by someone trusted.

The strategic planning process focused on how CCA can enact our theory of change and respond to these needs. The result is a plan structured around three main goals:

- 1. Set a renewed public agenda for college completion.** CCA and the field have learned a great deal over the past 15 years about how to move the needle on college completion. CCA will redouble efforts to build on this foundation to scale results, particularly in areas with untapped potential, using proven strategies and centering equity in every aspect of the work.
- 2. Accelerate learning across the Alliance.** CCA's greatest asset is the deep, trusted relationships we foster with and among the members of the CCA Alliance, particularly those that bridge the work of policy and practice. As the complexity of the completion movement has grown, so too has the complexity of the work happening on the ground across the Alliance. CCA will focus on how to best support this dynamic network—including how to disseminate learning quickly and broadly and how to connect the right people and have the right conversations at the right time.
- 3. Promote new structures and solutions for innovation at scale.** As the field continues to evolve at an ever increasing pace, CCA will continue to learn by identifying opportunities to work with trusted partners to be creative and take risks in the pursuit of progress.



Cutting across these three main goals are two sets of enablers that will support and drive all areas of our work:

- Lead by example as a learning organization.**
 CCA’s approach to enacting change involves a continuous cycle of planning, testing, refining, and implementing. We will continue to model this approach not only in our college completion efforts but also in how we structure our work internally to support our vision and mission.
- Deepen Board impact.** One of CCA’s strengths is the wide range of lived experiences and professional expertise of our Board members. CCA will continue to recruit Board members who bring perspectives from outside postsecondary education to broaden our thinking. We also will work to deepen the engagement of all Board members in the college completion agenda to ensure that we make the most of their experience and expertise.

The plan outlines specific subgoals and action steps within each area to further define and guide our work over the next three years. During this time we will continue to monitor our progress on the action steps and adjust our efforts as needed, keeping in mind that our ultimate goal is a higher education system that supports and enables all learners of every race, ethnicity, socioeconomic status, and educational background to graduate on time.



Set a renewed public agenda for college completion	Accelerate learning across the Alliance	Promote new structures and solutions for innovation at scale
Develop robust resources for each CCA Core Strategy	Develop a playbook to engage the Alliance	Scale high-impact services to support the implementation of each CCA Core Strategy
Accelerate and advance equity in all facets of college completion	Measure and evaluate the implementation of each CCA Core Strategy	Scan for new approaches to increase completion
Identify critical topics and frame the issues for the Alliance and the field	Launch a new platform for professional development and content sharing	Identify new policy levers for influencing completion
Build strategic partnerships to enhance expertise and expand CCA’s reach		

Lead by example as a learning organization

Deepen Board impact

Implementing the Plan

The strategic plan outlines specific action steps to meet each goal and subgoal as well as two sets of cross-cutting enablers to support the work.

GOAL 1: Set a renewed public agenda for college completion

1.1 Develop robust resources for each CCA Core Strategy Establish and implement processes for reviewing the CCA Core Strategies and their associated resources so that key stakeholders have up-to-date tools they can use to learn about and implement each Core Strategy.	LEAD Assistant Vice President for Institutional Transformation		
ACTION STEPS	YEARS		
Establish and implement regular processes for formally reviewing and revising the CCA Pillars of Transformation and CCA Core Strategies.	1	2	
Define standard resource types (goals, audience, descriptions, templates), a review process/timeline for each resource type, and how files will be stored.	1		
Outline areas of focus (topics, levels, areas of implementation, etc.) to inform resource development for each Core Strategy and prioritize the sequence for developing resources.	1		
Develop and implement a communications plan for final resources.	1	2	
Develop new/organize existing resources for the Core Strategies and connect them to the new professional development platform for distribution.	1		
Train team members on the new processes for Pillar and Core Strategy review, resource review and development, and file storage.		2	
Develop new/organize existing resources for the remainder of the Core Strategies and connect them to the new professional development platform for distribution.		2	3



<p>1.2 Accelerate and advance equity in all facets of college completion</p> <p>Clarify the moral imperative and concrete evidence grounding CCA’s approach to equity; use those narratives in the field to reaffirm racial and economic equity’s role in the work of college completion and move beyond confusion and discomfort.</p>	<p>LEAD Vice President for Institutional Transformation and Scaling</p>		
<p>ACTION STEPS</p>	<p>YEARS</p>		
<p>Review each Core Strategy within the Pillars of Transformation to clarify and highlight the ways equity is embedded in the Core Strategy’s theory and practice and outline how CCA supports implementation of that Core Strategy. Consider whether resources specific to equity might be valuable for key stakeholders and develop those resources.</p>	<p>1</p>		
<p>Develop a set of compelling talking points tied to CCA’s focus areas of policy, strategies, and institutional transformation that highlight the value of adopting lenses of racial and economic equity in college completion efforts; support the talking points with concrete examples and evidence.</p>	<p>1</p>	<p>2</p>	
<p>Build out Alliance engagement efforts related to pro-/anti-diversity, equity, and inclusion policies to elevate learning about how completion efforts can/should navigate those barriers, how equity-minded leaders are operating within differing policy contexts, etc.; find ways to integrate those efforts into publications and the Annual Convening.</p>		<p>2</p>	
<p>Codify lessons from past efforts (or launch new projects) to explore the evidence, considerations, and future research needed to evaluate the effectiveness of CCA’s Pillars of Transformation and Core Strategies at Minority-Serving Institutions and other institutions targeting historically excluded student populations.</p>		<p>2</p>	<p>3</p>

<p>1.3 Identify critical topics and frame the issues for the Alliance and the field</p> <p>In recognition of the dynamic nature of the field, elevate CCA’s thought leadership by identifying critical topics and challenge areas, bringing CCA’s analytical rigor and values to understanding the contours of the issue and how it may affect Alliance members today and in the future.</p>	<p>LEAD Vice President for Research, Policy, and Advocacy</p>		
<p>ACTION STEPS</p>	<p>YEARS</p>		
<p>Continue developing resources for discussions related to the role of artificial intelligence (AI) in college completion efforts; incorporate those resources into the Annual Convening and other communications channels.</p>	<p>1</p>	<p>2</p>	
<p>Design practice-focused project(s)/engagement(s) to demonstrate how topics can be applied on the ground; develop concrete lessons to share and reinforce CCA’s sense-maker role; pilot new initiatives to scale solutions with innovative institutional partners.</p>	<p>1</p>	<p>2</p>	<p>3</p>
<p>Experiment with internal and external structures (e.g., advisory councils, retreats) to reflect on and identify new critical topics.</p>	<p>1</p>		
<p>In collaboration with a review of the CCA Core Strategies, outline criteria and milestones for when/how a critical topic evolves into a Core Strategy within the Pillars of Transformation.</p>		<p>2</p>	
<p>Practice ways of engaging Alliance members in rapid, real-time reflections related to critical topics (including topics related to the Core Strategies and beyond); consider connecting this engagement to the Annual Convening and designing ways for individuals and teams to advance this work between Convenings.</p>		<p>2</p>	
<p>Integrate the role of being a sense-maker for critical topics/challenges into the recruitment and engagement of CCA Fellows (e.g., recruit or designate an AI Fellow).</p>		<p>2</p>	

<p>1.4 Build strategic partnerships to enhance expertise and expand CCA’s reach</p> <p>Develop a standardized approach for vetting and managing partnerships with outside organizations and individuals to deepen impact, augment staffing and other resources, and deepen relationships with field leaders in key domain areas.</p>	<p>LEAD Assistant Vice President for Institutional Transformation</p>		
<p>ACTION STEPS</p>	<p>YEARS</p>		
<p>In collaboration with a review of the CCA Core Strategies, identify for which Core Strategies CCA wants to keep/cultivate an “expert” reputation and for which it will play an advocate/connector role.</p>	<p>1</p>		
<p>Formalize goals for internal strategy expertise (e.g., expectations for all directors versus strategy leads, knowledge management practices) by Core Strategy, if appropriate; update job descriptions and performance management processes; grow internal expertise to meet those goals.</p>	<p>1</p>	<p>2</p>	
<p>Formalize goals for external strategy expertise (e.g., expertise among Alliance members versus external organizations versus CCA Fellows) by Core Strategy, if appropriate; update job descriptions and performance management processes; expand partnerships to meet those goals.</p>	<p>1</p>	<p>2</p>	
<p>Formalize external partner identification, review, and selection processes; develop standard memoranda of understanding and contract templates; catalog existing and past partnerships by Pillar of Transformation/Core Strategy; organize information about known partners and their expertise internally.</p>	<p>1</p>	<p>2</p>	



Goal 2: Accelerate learning across the Alliance

<p>2.1 Develop a playbook to engage the Alliance</p> <p>Develop and implement a playbook for deepening the engagement of individuals and teams within the CCA Alliance in ways they find valuable, enriching CCA's understanding of members and learning from their experiences with policy and reform implementation.</p>	<p>LEAD Assistant Vice President for Alliance Engagement</p>		
<p>ACTION STEPS</p>	<p>YEARS</p>		
<p>Define key terms and steps, including internal steps (e.g., streamline knowledge management, simplify internal tracking and reporting, standardize definitions and use of key terms such as <i>Alliance team</i>) and external steps (e.g., identify priority members to add/deepen engagement with, spotlight successes, share learning).</p>	1		
<p>Codify levers for engaging Alliance members, including learning-focused options (e.g., perspective gathering).</p>	1		
<p>Review CCA's existing/potential Alliance tracking artifacts (including member profile fields, member engagement fields, and member altitudes/levels of engagement, e.g., regional versus individual), related roles and processes, and technology/systems; recommend updates and/or consolidations; update job descriptions and performance management processes.</p>	1	2	
<p>Experiment with new Alliance team compositions to engage new stakeholders within the state in new ways; consider aligning this work with <i>Subgoal 1.2: Accelerate and advance equity in all facets of college completion</i>.</p>	1	2	3

<p>2.2 Measure and evaluate the implementation of each CCA Core Strategy</p> <p>Provide additional structure and attention to the CCA Pillars of Transformation and CCA Core Strategies to reinvigorate their existing implementation, support continuity of effort, and further define standards of excellence in implementation.</p>	<p>LEAD Vice President for Research, Policy, and Advocacy</p>		
<p>ACTION STEPS</p>	<p>YEARS</p>		
<p>Define goals and expectations for, build, and maintain a database on the implementation of the CCA Pillars of Transformation and CCA Core Strategies across the Alliance; use the database to guide and facilitate potential learning, engagement, and service delivery efforts.</p>	1	2	3
<p>Codify the evidence base and gaps in the evidence base for each CCA Core Strategy (aligning this work with <i>Subgoal 1.1: Develop robust resources for each CCA Core Strategy</i>) by synthesizing insights from Alliance data, literature reviews, and learning from prior CCA projects; publish this evidence, emphasizing CCA's role as a learning accelerator and opportunities for future research.</p>	1		
<p>Collaborate with content experts, practitioners, and CCA Fellows from across the Alliance and beyond to define levels of maturity/standards of excellence for implementation of the CCA Pillars of Transformation and CCA Core Strategies.</p>	1	2	
<p>Craft resources (rubrics, toolkits, etc.) to support key stakeholders in reflecting on Core Strategy/Pillar implementation; consider processes for integrating these resources into projects, services, convenings, and partnerships; explore potential methods for sharing aggregated findings with the field.</p>		2	3

<p>2.3 Launch a new platform for professional development and content sharing</p> <p>Develop the systems, processes, and content needed to deliver multimodal professional development related to the CCA Core Strategies and Foundation for Institutional Transformation model; roll the final product out to the Alliance and beyond.</p>	<p>LEAD Vice President for Institutional Transformation and Scaling</p>		
<p>ACTION STEPS</p>	<p>YEARS</p>		
<p>Formalize platform learning goals and the financial and staffing strategy; outline priority use cases across areas that are core to CCA (policy, strategies, institutional transformation), workflows, and external-facing protocols; formalize roles and responsibilities.</p>	<p>1</p>		
<p>Codify processes and standards for content development; build out initial core content, including 101 courses for all CCA Core Strategies; determine how the Core Strategy resources will/will not be featured on the platform.</p>	<p>1</p>		
<p>Develop a platform launch plan, including engagement targets and a schedule for content additions and updates; develop a plan for communicating about the launch; publicly launch the platform.</p>	<p>1</p>	<p>2</p>	
<p>Research high-value topics for professional development credentialing among key audiences; formalize a plan to build out the credentialing arm of the platform, including engagement targets and strategic partnerships.</p>		<p>2</p>	<p>3</p>

Goal 3: Promote new structures and solutions for innovation at scale

<p>3.1 Scale high-impact services to support the implementation of each CCA Core Strategy</p> <p>Develop and launch new fee-based services to provide high-value implementation support to clients; develop scalable processes for project management and client service.</p>	<p>LEAD Chief of Staff and Senior Vice President for Strategy</p>		
<p>ACTION STEPS</p>	<p>YEARS</p>		
<p>Pilot an approach with two fee-based services; draft project workplans including client-facing activities, internal-facing activities, tools and materials, roles and responsibilities, deliverables, and estimated hours; draft templates and delivery guides.</p>	<p>1</p>		
<p>Pilot service delivery, collect feedback, reflect on the findings, and revise the service workplan and materials; conduct a second pilot as appropriate.</p>	<p>1</p>	<p>2</p>	
<p>Draft methods, processes, and systems for estimating and tracking labor costs for fee-based projects; train appropriate staff; implement these processes in service pilots; use the findings to build a pricing strategy.</p>	<p>1</p>	<p>2</p>	
<p>Connect with organizational development efforts to standardize a project management approach and strengthen knowledge management (e.g., conducting a project kickoff, capturing lessons learned).</p>		<p>2</p>	<p>3</p>
<p>Develop a marketing plan for CCA services; define target customers and channels to reach.</p>		<p>2</p>	

<p>3.2 Scan for new approaches to increase completion</p> <p>Explore new ways to position CCA in bold, innovative roles that could allow it to move the needle further on its intended impact; build readiness for CCA to take big swings when opportunities present themselves.</p>	<p>LEAD Chief of Staff and Senior Vice President for Strategy</p>		
<p>ACTION STEPS</p>	<p>YEARS</p>		
<p>Define criteria for evaluating deeper organizational partnership opportunities.</p>	1		
<p>Examine newer/developing movements upstream (K-12) and downstream (workforce) to identify ways CCA's role as connector and facilitator might spark new opportunities.</p>	1		
<p>Commission research to re-examine challenges in the completion pipeline from different perspectives to surface new potential levers for change or engagement.</p>	1		
<p>Define “enablers” that might accelerate the pace or scope of change (e.g., technology, outside perspectives, finances) and explore each for short- and long-term opportunities.</p>	1	2	
<p>Explore ways to change incentives among key stakeholders (e.g., establish a methodology for fieldwide completion goals/learning agenda, launch a fund/prize, develop new spotlighting techniques).</p>		2	3

<p>3.3 Identify new policy levers for influencing completion</p> <p>Elevate CCA's role as a trusted connector that can bring the right people to the table to have the right conversations, rooted in CCA's core values that collaboration and policy reforms are the key to scaling deep work that leads to long-term impact.</p>	<p>LEAD Vice President for Research, Policy, and Advocacy</p>		
<p>ACTION STEPS</p>	<p>YEARS</p>		
<p>Experiment with new methods for using policy to link and accelerate efforts across Alliance engagement, Core Strategy implementation, and institutional transformation.</p>	1	2	
<p>Leverage CCA's role as a trusted third party to facilitate policy-focused conversations with key stakeholders about thorny issues within and beyond postsecondary education, such as affordability, tenure, and time to credential; engage perspectives outside education.</p>	1	2	
<p>Explore strategies for distilling and communicating experimental or still-evolving policy ideas (and potential implications) to lower barriers to entry, broaden perspectives, and encourage innovation.</p>		2	3
<p>Experiment with new strategies (including strategic partnerships) for engaging Alliance state policymakers, capturing their needs and challenges; consider ways to support leadership development grounded in college completion but outside the campus context.</p>		2	3
<p>Strengthen and scale policy efforts related to accreditation and accrediting bodies.</p>		2	3

Cross-cutting enablers

Lead by example as a learning organization Adopt processes to strengthen the management and delivery of projects, improve communication and coordination across teams, clarify roles and responsibilities, and streamline systems to boost efficiency and impact.	LEAD Vice President for Operations and Organizational Development		
ACTION STEPS	YEARS		
Integrate the strategic plan into performance management processes; develop succession plans for senior leadership positions.	1		
Formalize internal capacity needs (e.g., event planning, learning, communications) and develop recommendations for addressing those needs, including position descriptions, processes, and technologies.	1	2	
Review practices and tools to strengthen knowledge management and project management; consider strategies for developing consolidated dashboards and trackers; recommend new tools and process updates; support rollout.	1		
Develop a standard project initialization process (preproposal alignment and capacity, communications, finance, data/learning); test the process with new projects, refine, and formalize it as standard process.	1	2	
Annually, consolidate communications goals and needs across the strategic plan; review for alignment, overarching opportunities, potential process development, and capacity needs.	1	2	3

Deepen Board impact Continue to strengthen the strategic role of CCA's Board of Directors in advancing the organization's position as a bold, innovative force for scaling college completion in new ways, from new perspectives, and with new audiences.	LEAD President		
ACTION STEPS	YEARS		
Align Board Committee goals with the new strategic plan.	1		
Recruit Board member(s) who can contribute experiences and perspectives from outside postsecondary education in ways that cast challenges in new lights, productively challenge assumptions, and inspire different approaches.	1	2	3
Deepen the Board's role in fundraising and development.	1	2	3
Support CCA leadership in defining the next "big bet" for the organization related to college completion.	1	2	
Continue to build a culture of robust dialogue and diverse perspectives through recruiting diverse members (across a range of measures of diversity) and establishing norms of enriching discussion and exchange.	1	2	3

Appendix: Strategic Plan Process

CCA developed the strategic plan through a collaborative process that included the input of staff; Board members; and more than 15 funders, Fellows, and organizations that have received technical assistance and support from CCA. The plan was developed in summer and fall 2024. The externally facilitated process included two primary rounds of work:

- Round 1 included an internal survey sent to CCA staff; additional discussions with CCA staff; interviews with Board members; and external interviews with Alliance members, CCA Fellows, and funders. Topics included goalsetting, identifying opportunities and challenges, and priorities for programming and organizational development.
- Round 2 included deep engagement with CCA leadership to share results from Round 1; introduce and refine a framework for the strategic plan goals; and solicit feedback on subgoals, action steps, deliverables, and timelines.

CCA Strategic Plan Process	ROUND 1												ROUND 2											
CCA Staff Discussions	[Orange blocks]												[Orange blocks]											
All teams	[Light orange blocks]												[Light orange blocks]											
Leadership working sessions	[Light orange blocks]												[Light orange blocks]											
Board Interviews	[Blue blocks]												[White blocks]											
External Interviews	[Red blocks]												[White blocks]											
Internal Survey	[Teal blocks]												[White blocks]											

15 YEARS OF CCA IMPACT

2009 ■ CCA founded; Alliance formed with 17 member states

2010 ■ Held first Completion Academy with 88 attendees and content experts
■ Complete College Tennessee Act passed

2011 ■ Created the Common Completion Metrics with the National Governors Association
■ Led the Gates Foundation's \$10 million Completion Grant Challenge to spur innovative strategies to increase graduation rates in 10 states and scale those tactics across the country

2014 ■ Received \$1.5 million from Strada Education Network to pilot Purpose First, which aligns guided pathways with career outcomes

2015 ■ Testified before the U.S. Senate Committee on Health, Education, Labor and Pensions on how to address the college completion crisis
■ Launched Houston Guided Pathways to Success, which served as a model and precursor to the Metro Momentum Pathways at sites supported by ECMC Foundation

2016 ■ Hosted the Coreq Congress planning workshop to develop a path to scale corequisite support in California

2019 ■ Developed the first CCA strategic plan
■ Selected as one of 13 organizations to begin the blueprinting phase for the Gates Foundation's Intermediaries for Scale

2020 ■ Developed the Pillars of Transformation within the CCA strategy framework, part of the next evolution of the Game Changers

2021 ■ Launched the Digital Learning Infrastructure initiative with six HBCUs to co-design a culture of digital learning and student success
■ Launched the PBCC-HBCC Network, funded by Lumina Foundation and the Annie E. Casey Foundation, with 22 predominantly black community colleges in eight states to align academic programs for adult learners of color with workforce needs

■ Released *No Room for Doubt*, a leading source on implementing corequisite support

2022 ■ Launched the Kentucky Purpose First project to strengthen postsecondary and workforce connections in the state, supported by funding from Lumina Foundation

2022 ■ Launched the PEP initiative with \$1.75 million in funding from Ascendium Education Group

■ Released two landmark equity-focused publications: *No Middle Ground* and *Beyond Good Intentions*

2023 ■ Launched the Complete College Accelerator, an intensive initiative within the Gates Foundation's Intermediaries for Scale ecosystem, working with 80-plus campuses across 14 states to eliminate barriers and build capacity to scale through the Foundations for Institutional Transformation framework

■ Hosted the first-ever CCA Day on the Hill to bring federal policy priorities on college completion to the forefront

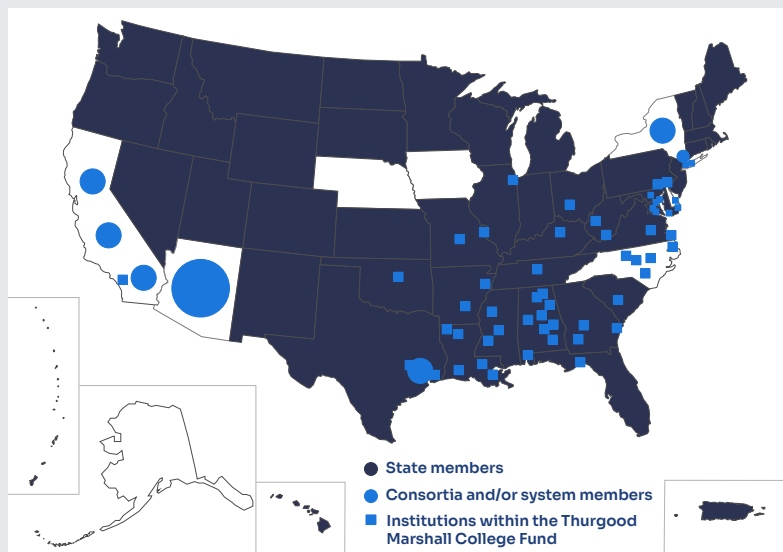
■ Released *Ending Unfunded Mandates in Higher Education*, outlining completion-goals funding, an evolution of performance-based funding

2024 ■ Convened the CCA Council on Equitable AI, bringing together experts from multiple industries to advance equitable practices in the expansion of artificial intelligence (AI) in higher education

■ Released the *Complete College, America* publication outlining the role of higher education in renewing American democracy

CCA Alliance

The CCA Alliance of states, campus systems, institutional consortia, and partner organizations boldly and publicly holds itself accountable to creating a new higher education system.



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