

Mobilizing the Boldest Innovation

*for Every Leader,
Every Campus,
Every System*

Complete College America's (CCA) 2025-27 strategic plan sets ambitious goals for the next three years, building on the groundbreaking work CCA has led over the past 15 years to build movements for scaled change and transform institutions.

In summer and fall 2024, CCA and our partners—including CCA staff, the Board of Directors, Alliance members, Fellows, and funders—participated in a collaborative process to reflect on what the field needs to ensure success for all students and how CCA can respond to those needs to fulfill our mission and continue to turn our vision into reality. The result is a plan structured around three main goals with subgoals and two sets of cross-cutting enablers that will support and drive all areas of our work:

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		

Monitoring Our Progress

The plan also outlines specific 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.

Photos: Complete College Photo Library/Allison Shelley



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

