



EMPOWER ENHANCE ENRICH

2018-2023

STRATEGIC PLAN



EMPOWER ENHANCE ENRICH

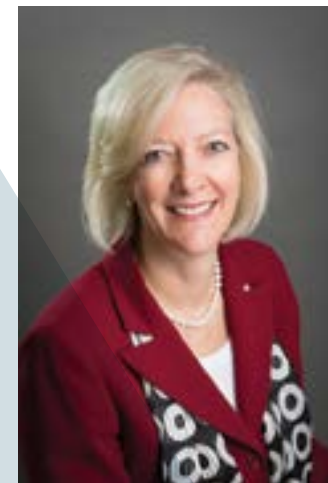
It is with extreme passion and excitement to introduce you to Aims Community College's 2018-2023 strategic plan. This strategic plan is unique because it has truly been an inclusive process of gathering feedback from employees, students and the community. Our strategic plan will enable us to focus on key initiatives the next five years and help us prioritize ways in which we will build a stronger community. This dynamic plan has a lot of momentum with intense meaning. It's our driving force, our road map, our future to empower students to succeed, enhance operational performance and enrich northern Colorado's economic development.

It's been a very thoughtful process to develop Aims' new strategic plan, and I'm so proud to have worked with so many dedicated employees, students and community members who care so much about the future of Aims Community College. When I became CEO/President in 2015, I conducted a listening tour to gather feedback and the college was aligned around the new direction. While the college was celebrating its 50th anniversary in 2017, we were also busy working on a new strategic plan and re-accreditation with the Higher Learning Commission. The Aims Board of Trustees developed Aims' new purpose, vision and mission, which were approved on February 1, 2017. Aims' three strategic directions for 2018-2023 were approved by the Board of Trustees on August 2, 2017, and a values subcommittee surveyed the entire college, including students, to narrow down its new values, which were approved by

Our strategic plan will enable us to focus on key initiatives the next five years and help us prioritize ways in which we will build a stronger community.

the Board of Trustees on February 8, 2018. The entire college has worked diligently on defining its objectives, key outcomes and key measures based on information from the environmental scan, Convocation and Conversation Day activities, while keeping possible legislative changes in mind.

Aims will continue to be transparent in its communication around its new strategic plan that will help build a stronger community. It is my pleasure to share this overview with you.



With excitement and pride,

A handwritten signature in black ink, appearing to read 'Leah L. Bornstein'.

Dr. Leah L. Bornstein
CEO/President
Aims Community College

2018-2023

“Community is why we exist. It’s in our name. It’s at the heart of what we do, whether that’s offering high-quality, affordable education for students or partnering with local businesses to make the counties where we live stronger.”

DR. LEAH L. BORNSTEIN,
CEO/PRESIDENT,
AIMS COMMUNITY COLLEGE

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AIMS.EDU
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*Aims Community College is an EEO Employer and an equal opportunity educational institution.
Aims Community College is accredited by the Higher Learning Commission.
www.hlcommission.org or 800.621.7440*

Remarkable and Inclusive Process of Building the Strategic Plan



INFORMATION COLLECTION

INFORMATION
COLLECTION

President's
Listening
Tour
2015-2016

Conversation Day
Learning College
2016/2017

Convocation
2016/2017

Faculty Teaching & Learning
Center (FTLC) Conference
2016

First week of Fall
Semester Student
Interviews
2016

Fall-In Events
2016/2017

Cabinet & College
Council Discussions

Community College
Survey of Student
Engagement
2015+2016

Noel-Levitz Student
Satisfaction
Inventory
2015

Division and
Department
Discussions

Board of Trustees
Retreat
JANUARY 2017

Environmental
Scan
FEBRUARY
2017

Reaccreditation
Process

PLAN



Kendall Mountain outside Silverton, Colorado

BENCHMARKS



ACCESS

How many are we serving and how are we serving the underserved each year?

Annual Unduplicated Headcount 3 Year Average

7,337

SOURCE IPEDS 12-MONTH ENROLLMENT, PAST 3 YEARS (2013-14, 2014-15, AND 2015-16)



RETENTION

How many students return to us each year?

Fall-to-Fall Retention 3 Year Average

55%

Student who starts in the fall and enrolls in the following fall.

SOURCE IPEDS FALL ENROLLMENT, PREVIOUS 3 YEARS (2013-14, 2014-15, AND 2015-16)



LEARNING

How much are students learning?

Aims students demonstrated a level of arrived or arriving:

Written Communication 75%	Oral Communication 86%
Problem Solving 49%	Professionalism 34%
Critical Thinking 60%	



COMPLETION

Are students attaining their goals?

3-Year Average Graduation Rate

27%

Transfer Rate

19%

SOURCE IPEDS GRADUATION RATES, COHORT YEARS 2010, 2011, 2012



IMPACT

How are we impacting our community?

FY 2013-14 Economic Impact

\$356M Annually

SOURCE FY 2013-14 EMSI ECONOMIC IMPACT STUDY

“We are excited to see students make positive changes in their lives, and they let us be a part of that.”

AIMS EMPLOYEES, PRESIDENT'S LISTENING TOUR, 2015-2016

CORE MEASURES

Strategic Plan Framework

PURPOSE

Build a Stronger Community

VISION

First Choice: The Recognized Leader in Learning and Student Success

MISSION

Provide knowledge and skills to advance quality of life, economic vitality, and overall success of the diverse communities we serve.

VALUES



Authenticity & Truthfulness



Community



Equity & Professional Respect



Inclusiveness



Performance Excellence & Effectiveness

STRATEGIES

STRATEGY 1

Empower Students to Succeed

Transform Student Pathways from Access to Completion to Support Increased Enrollment and a Diverse Population.

STRATEGY 2

Enhance Operational Performance

Maximize Sustainable Processes, Systems, Resource Management, and Employee Support.

STRATEGY 3

Enrich NOCO Economic Development

Develop Programs and Partnerships that Meet Evolving Workforce, Demographic, and Population Growth Needs.

OBJECTIVES

- 1 Access
- 2 Completion
- 3 Diverse Populations
- 4 Enrollment
- 5 Retention

- 1 Data Analysis
- 2 Policies, Procedures, Processes
- 3 Talent Development
- 4 Technology

- 1 Assessment & Development
- 2 Partnerships
- 3 Work-Based Learning

EMPOWER STUDENTS TO SUCCEED

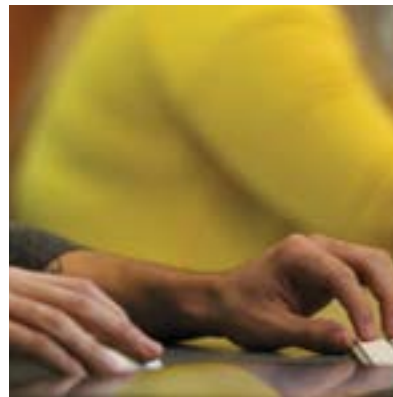
Transform Student Pathways FROM ACCESS TO COMPLETION

to Support

INCREASED ENROLLMENT

and a

DIVERSE POPULATION.



OBJECTIVES

ACCESS :: Foster equitable access opportunities by identifying and removing barriers to relevant and affordable programs/services.

Activities include:

- ▶ Expand career and technical post-secondary partners.
- ▶ Reduce barriers to learning resources.
- ▶ Expand alternative course and service delivery schedule options.
- ▶ Increase degree attainment by adult learners.

COMPLETION :: Focus on demographic, intent, and completion data to increase completion rates for all learners. Activities include:

- ▶ Design and implement a "12+12+6" initiative to support students completing 30 credits/year.
- ▶ Design and implement a Guided Pathways model.

DIVERSE POPULATIONS :: Target collegewide outreach and support to students, schools, families, and communities to foster a college-going mindset among under-represented groups (including Hispanic, aging and retired populations). Activities include:

- ▶ Establish a Center for Diversity and Inclusion.
- ▶ Examine opportunities to impact campus climate to ensure inclusivity, learning and growth.
- ▶ Develop academic programming that targets enrollment, retention and completion for our LatinX community.

ENROLLMENT :: Focus on first-generation, high school students, non-traditional, and under-represented groups to increase enrollment numbers. Activities include:

- ▶ Design and implement a five-year Strategic Enrollment Management plan.
- ▶ Create and implement a comprehensive Facilities plan.

RETENTION :: Scale success achieved with Impact Programs to all students collegewide to strengthen retention. Activities include:

- ▶ Implement Case Management Advising model.
- ▶ Develop an academic honors program.
- ▶ Create "Writing Across the Curriculum" program.
- ▶ Enrich food services at each location.

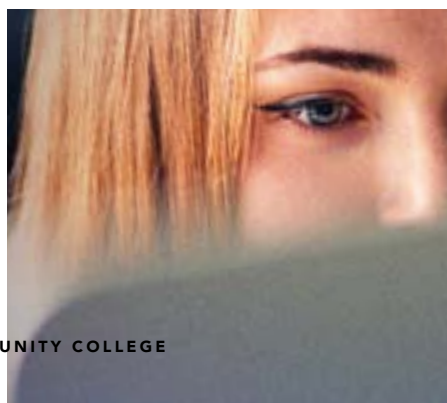


We are enablers of dreams!"

SUE BEECHER,
PROGRAM DIRECTOR,
CRIMINAL JUSTICE

ENHANCE OPERATIONAL PERFORMANCE

MAXIMIZE
SUSTAINABLE PROCESSES,
SYSTEMS, RESOURCE MANAGEMENT
& EMPLOYEE
SUPPORT.



OBJECTIVES

DATA ANALYTICS :: Identify, collect, analyze, and disseminate data and information to engage in informed decision-making. Activities include:

- ▶ Develop specific systems to improve the collection, dissemination, and analysis of college-wide data.
- ▶ Develop leading and lagging benchmarks and targets related to the Core Measures.
- ▶ Establish service standards for internal services system-wide.
- ▶ Establish reporting cycle for programmatic and common learning outcomes assessments.

POLICIES, PROCEDURES, PROCESSES :: Modernize policies, procedures, and processes to minimize risk and guide operations. Activities include:

- ▶ Review and update all College policies and procedures.
- ▶ Identify business process review areas.

TALENT DEVELOPMENT :: Focus on the employee lifecycle by attracting and retaining highly talented, diverse, and motivated employees invested in student success. Activities include:

- ▶ Expand professional development opportunities for employees.
- ▶ Research re-recruitment and succession planning programs.
- ▶ Expand faculty training opportunities.
- ▶ Research compensation and benefit models.

TECHNOLOGY :: Strategically incorporate quality, leading-edge technology in all aspects of the institution to support the mission of the College. Activities include:

- ▶ Improve the efficiency and effectiveness of IT infrastructure to support instruction and service.
- ▶ Implement technological advancements to promote instructional programs.
- ▶ Improve the IT environment to protect sensitive data and compliance.

“I GET TO BE A SPARK, NOT A ROADBLOCK.”

KAREN HANKEY, STAFF EXECUTIVE, LOVELAND CAMPUS

3 ENRICH NOCO ECONOMIC DEVELOPMENT



DEVELOP
PROGRAMS & PARTNERSHIPS
THAT MEET **EVOLVING WORKFORCE,**
DEMOGRAPHIC AND
POPULATION GROWTH NEEDS

“We commend Aims Community College on its fast response to industry needs as well as its online course convenience and its affordable tuition.”

GREELEY TRIBUNE EDITORIAL BOARD,
PRESIDENT'S LISTENING TOUR,
2015-2016

OBJECTIVES

ASSESSMENT AND DEVELOPMENT :: Evaluate and prioritize all current educational and service offerings to more effectively meet workforce needs; develop new and relevant programs and services for the growing northern Colorado (NOCO) populations. Activities include:

- ▶ Create an Academic Programming plan.
- ▶ Increase non-credit offerings to compliment credit programs.
- ▶ Re-envision the emphasis of the satellite locations.

PARTNERSHIPS :: Expand engagement with the NOCO workforce (public & private businesses/organizations) to include more entrepreneurial initiatives. Activities include:

- ▶ Expand remote instruction.
- ▶ Strengthen relationships with service area communities, businesses/industries, educational institutions, civic organizations, etc. to create seamless pathways for students.

WORK-BASED LEARNING :: Create new and enhanced opportunities to increase student work experience with NOCO employers. Activities include:

- ▶ Research, design and implement experiential and work-based learning opportunities (i.e. internships, apprenticeships, etc.).
- ▶ Develop and implement centralized career and transfer services.



Authenticity & Truthfulness

We strive to foster an environment where employees and students feel safe to be true to their own personality, spirit, and character so we can engage with each other in a sincere manner.



Community

We strive to cultivate a feeling of fellowship with faculty, staff, students, and College stakeholders so we can develop opportunities to share collective interests and goals.



Equity & Professional Respect

We strive to promote an atmosphere grounded in fairness and civility with due regard, consideration, and thoughtfulness for the feelings, needs, and rights of others.



Inclusiveness

We strive to advance the practice of involvement and empowerment for everyone where the inherent worth and dignity, and histories and experiences of all people are recognized.



Performance Excellence & Effectiveness

We strive to deliver ever-improving value to stakeholders, and we focus on organizational sustainability and continuous improvement for overall College effectiveness.



“WE TREAT ONE ANOTHER THE WAY WE WANT TO BE TREATED.”

AIMS EMPLOYEES, PRESIDENT'S LISTENING TOUR, 2015-2016

Q. In 2015, upon your arrival as CEO/President of Aims Community College, you began the strategic planning process. What are some of the most important aspects of this plan?

A. The most important aspects of this strategic plan is how inclusive this planning process has been and that the strategies and tactics are truly cross functional across divisions. **The entire college is committed to student success so while we developed this five-year strategic plan, we always kept the student at the forefront of the conversation.** We also ensured we stayed true to our purpose of building a stronger community while looking long-term at our vision to be the First Choice: The Recognized Leader in Learning and Student Success.

Q. Describe how you came up with the framework for this five-year strategic plan.

A. I have utilized this model previously and while attending an Alliance for Innovation and Transformation (AFIT) Conference (formerly known as the Continuous Quality Improvement Network (CQIN), this model was supported by several national industries as a valuable tool to use.

The template included guiding questions to help the college determine our:

PURPOSE Why does Aims do what it does?

VISION What is the desired future for Aims?

MISSION What is the overall function of Aims?

VALUES What are the guiding principles and behaviors that

embody how Aims and its employees are expected to operate?

STRATEGIES What should we focus on in order to have the greatest impact on the success of our learners and the ability to serve our communities?

OBJECTIVES How will we accomplish this work? What do we need to do to bring our most important strategies and future success?

KEY OUTCOMES What does it look like when our objectives are met? What are the innovations, activities, benchmarks that outlines anticipated results?

KEY MEASURES How will we know if we are successful? What evaluative tools and assessment measures will we utilize to show we have accomplished the outcomes and improved performance?

Q. During the strategic planning process, strategies were developed to answer the following question: What are the three most important things that we need to get right?

**A. EMPOWER STUDENTS TO SUCCEED
STRATEGY ONE**

Transform student pathways from access to completion to support increased enrollment and a diverse population.

A lot of thoughtful dialogue occurred about the pathway a student enters higher education through completion of a course, certificate or degree. Objectives focus on a student's journey through the entire process. Additionally, Aims focuses on being an open door for anyone who would like to pursue higher education, and objectives look at how Aims can increase enrollment through access and reaching diverse populations in a meaningful way. Retention and persistence is also a large part of supporting students and students from all backgrounds.

**ENHANCE OPERATIONAL
PERFORMANCE
STRATEGY TWO**

Maximize sustainable processes, systems, resource management and employee support.

Aims values continuous improvement and with that comes the responsibility of ensuring processes, systems, resource management and employee support are documented and performing at optimum levels. Operating efficiently translates to being able to serve students and employees the best we can. It also makes Aims a good community steward by using taxpayer dollars wisely.

**ENRICH NOCO ECONOMIC
DEVELOPMENT
STRATEGY THREE**

Develop programs and partnerships that meet evolving workforce, demographic, and population growth needs.

Aims Community College has an \$388.3 million annual economic impact in northern Colorado. Alumni have the most significant impact of \$335 million annually. Aims also impacts 6,833 jobs annually. Aims plays a significant role in the overall economic health of the region by producing qualified students in fields that are in demand by employers. Aims wants to continuously improve to create an environment that benefits both the students and employers in northern Colorado.



The most important aspects of this strategic plan is how inclusive this planning process has been and that the strategies and tactics are truly cross functional across divisions.”

DR. LEAH L. BORNSTEIN, CEO/PRESIDENT,
AIMS COMMUNITY COLLEGE



Thank you for your continued support and commitment to growth. Our partnerships are at the core of what gives us meaning in what we do.”

AIMS COMMUNITY COLLEGE,
BOARD OF TRUSTEES

2018-2023

The logo for Aims Community College features a stylized 'A' icon composed of several curved lines to the left of the word 'Aims' in a bold, sans-serif font. Below 'Aims' is the text 'COMMUNITY COLLEGE' in a smaller, all-caps, sans-serif font.

Aims
COMMUNITY COLLEGE