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 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,

Dr. Leah L. Bornstein
CEO/President
Aims Community College
“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
Remarkable and Inclusive Process of Building the Strategic Plan

INFORMATION COLLECTION

Faculty Teaching & Learning Center (FTLC) Conference 2016
Convocation 2016/2017
Conversation Day Learning College 2016/2017
President’s Listening Tour 2015-2016

Fall-In Events 2016/2017
First week of Fall Semester Student Interviews 2016

Noel-Levitz Student Satisfaction Inventory 2015
Cabinet & College Council Discussions

Board of Trustees Retreat JANUARY 2017
Division and Department Discussions

Environmental Scan FEBRUARY 2017
Community College Survey of Student Engagement 2015+2016

Reaccreditation Process
Division and Department Discussions

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

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**BENCHMARKS**

<table>
<thead>
<tr>
<th>CORE METRICS</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>ACCESS</strong></td>
<td></td>
</tr>
<tr>
<td>How many are we serving and how are we serving the underserved each year?</td>
<td></td>
</tr>
<tr>
<td>Annual Unduplicated Headcount 3 Year Average</td>
<td>7,337</td>
</tr>
<tr>
<td><strong>RETENTION</strong></td>
<td></td>
</tr>
<tr>
<td>How many students return to us each year?</td>
<td></td>
</tr>
<tr>
<td>Fall-to-Fall Retention 3 Year Average</td>
<td>55%</td>
</tr>
<tr>
<td><strong>LEARNING</strong></td>
<td></td>
</tr>
<tr>
<td>How much are students learning?</td>
<td></td>
</tr>
<tr>
<td>Aims students demonstrated a level of arrived or arriving:</td>
<td></td>
</tr>
<tr>
<td>Written Communication</td>
<td>75%</td>
</tr>
<tr>
<td>Problem Solving</td>
<td>49%</td>
</tr>
<tr>
<td>Critical Thinking</td>
<td>60%</td>
</tr>
<tr>
<td>Oral Communication</td>
<td>86%</td>
</tr>
<tr>
<td>Professionalism</td>
<td>34%</td>
</tr>
<tr>
<td><strong>COMPLETION</strong></td>
<td></td>
</tr>
<tr>
<td>Are students attaining their goals?</td>
<td></td>
</tr>
<tr>
<td>3-Year Average Graduation Rate</td>
<td>27%</td>
</tr>
<tr>
<td>Transfer Rate</td>
<td>19%</td>
</tr>
<tr>
<td><strong>IMPACT</strong></td>
<td></td>
</tr>
<tr>
<td>How are we impacting our community?</td>
<td></td>
</tr>
<tr>
<td>FY 2013-14 Economic Impact</td>
<td>$356M Annually</td>
</tr>
</tbody>
</table>

**SOURCE**

- FY 2013-14 EMSI ECONOMIC IMPACT STUDY
## 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

## Strategic Plan Framework

### Strategies

<table>
<thead>
<tr>
<th>STRATEGY 1</th>
<th>STRATEGY 2</th>
<th>STRATEGY 3</th>
</tr>
</thead>
<tbody>
<tr>
<td>Empower Students to Succeed</td>
<td>Enhance Operational Performance</td>
<td>Enrich NOCO Economic Development</td>
</tr>
</tbody>
</table>

### Objectives

<table>
<thead>
<tr>
<th>STRATEGY 1</th>
<th>STRATEGY 2</th>
<th>STRATEGY 3</th>
</tr>
</thead>
<tbody>
<tr>
<td>Access</td>
<td>Completion</td>
<td>Enrollment</td>
</tr>
<tr>
<td>Diverse Populations</td>
<td>Diverse Populations</td>
<td>Diverse Populations</td>
</tr>
<tr>
<td>Retention</td>
<td>Retention</td>
<td>Retention</td>
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<td>Diverse Populations</td>
</tr>
<tr>
<td>Retention</td>
<td>Retention</td>
<td>Retention</td>
</tr>
</tbody>
</table>

- Data Analysis
- Policies, Procedures, Processes
- Talent Development
- Technology
- Assessment & Development
- Partnerships
- Work-Based Learning
STRATEGY

Transform Student Pathways
FROM ACCESS TO COMPLETION

to Support

INCREASED ENROLLMENT

and a

DIVERSE POPULATION.

AIMS COMMUNITY COLLEGE

EMPOWER STUDENTS TO SUCCEED

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.
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.
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.

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.

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.

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.

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“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?

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

A. Some of 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. 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.

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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