

# Strategic Plan



2024

—  
2027







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**purpose**

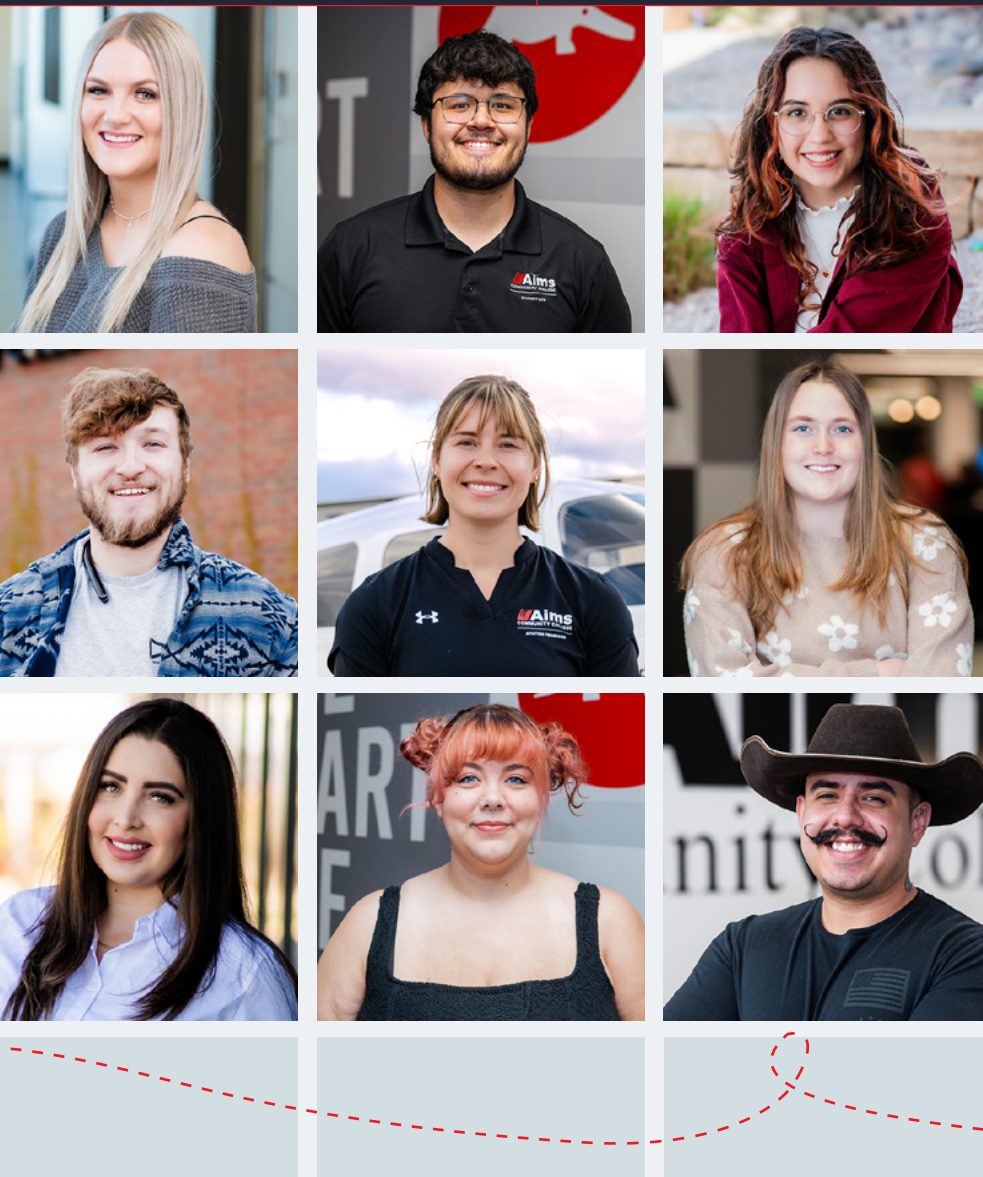
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**Opening doors to  
enrich lives for a  
better tomorrow!**

**vision**

•  
**Looking ahead  
to empower the  
future — today!**

**mission**

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



In early 2023, the Aims Community College Board of Trustees held a retreat to renew the mission, purpose and vision for the College's next strategic plan. When considering the framework for these, we asked ourselves a few key questions:

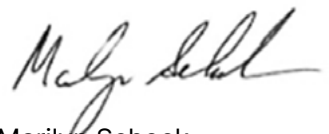
- What does Aims do well?
- What do we need to strengthen?
- How do we set ourselves apart?

As we processed each of these questions, time and again the focus came back to one driving force — students. Students are obviously central to what we do, however, that focus can become obscured by other needs and demands. Colleges have community, workforce and government partners to serve, accreditation requirements to fulfill, and facilities to manage. Those are all important of course, but we must remember that all of that matters only because at its very core, Aims is here to help students succeed in laying the foundation for a brighter future.

Serving students is what Aims does exceptionally well. As we look at areas for the College to strengthen and ways to set ourselves apart, we set our sights on further enhancing the student experience and making it the very best it can be.

The Board set the framework for the 2024-2027 Strategic Plan to be about opening doors to opportunity for students and helping them shape their futures. When students thrive, our community thrives — helping ensure a better future for us all. The Board of Trustees looks forward to seeing the plan come to fruition and to the impact it will make on Aims students in the years to come.



Sincerely,  
  
Marilyn Schock  
Chair, Aims Community College  
Board of Trustees





With great enthusiasm, I introduce you to the strategic and tactical plan of Aims Community College for 2024-2027. This plan ensures that Aims remains at the forefront of innovation and excellence in higher education, which ultimately creates better experiences and outcomes for our learners.

This incredible result comes from many hours and the brain power of hundreds of people — a grassroots effort. I'm so proud to have worked with so many dedicated employees, student leaders, alumni and community members who care so much about the future of Aims.

The plan was first set in motion with an updated purpose, vision, mission. The Aims Board of Trustees developed this foundation for Aims moving forward and approved it in February 2023. The Board's role is vital as it sets our direction and policies for the College.

Throughout 2023 and early 2024, Aims celebrated the achievements of our previous strategic plan and gathered information to develop our direction for the next three years. The College began this effort by conducting an environmental scan through the review of global, state, regional, and local data. Myself and our leadership team conducted listening tours, discussions, and feedback sessions at each campus location and online.

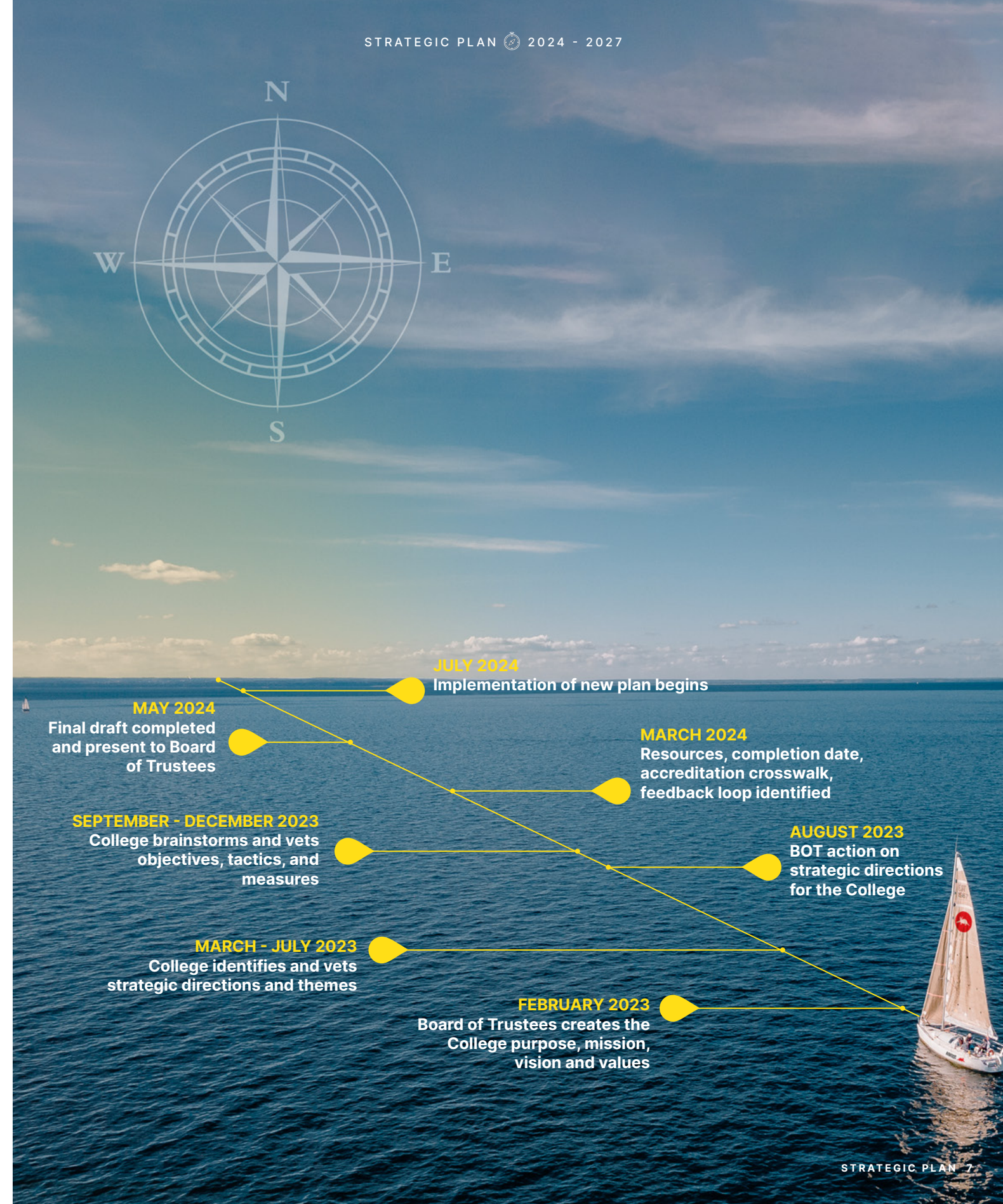
We collected over 200 pages of ideas and suggestions. Our team synthesized the data that informed the development of the strategic plan. Each of our departments and divisions generated ideas and tactics, capitalizing on their expertise and experience to create a plan that will be most impactful. Another element that makes this plan unique is that it focuses on direct action and creates a yearly review process to provide accountability to the Board of Trustees and the community.



We will continue to be transparent in our communication around the progress of this strategic plan, and are excited to see its end results. It's my pleasure to share this overview with you.

Sincerely,

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







# values

- 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.

“I wanted to explore more of who I am and what I’m interested.”

JERIKA ROALES  
Aims student





# strategy one

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**Aims supports learners throughout the recruitment, enrollment, and retention journey by streamlining processes and extending opportunities.**

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How are we perceived

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What is the student experiencing

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Where are the barriers

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How do we clearly say what they need to know

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How can we better understand their goals



# objectives

## Improve and Increase Student Recruiting

- Create enrollment dashboards.
- Empower the campus community to assist in the recruitment process.
- Leverage a CRM to implement a plan to nurture inquiries to prospects.

## Improve and Increase Student Enrollment

- Increase pre-enrollment presences and activities.
- Implement an Aims Promise program.
- Implement a pre-enrollment survey (of needs and expectations) to determine beginning student educational goals, interests, and potential needs.

## Improve and Increase Student Retention to Completion

- Implement the curricular approach to student affairs (We Educate) to ensure all students have common learning outcomes from co-curricular activity.
- Develop a cogent, multi-divisional first-year experience.
- Collaborate cross-divisionally to enact proven high-impact practices which positively impact student outcomes.
- Continue Aims' pathway work to implement Pathways 2.0.
- Take action to remove barriers based on the intelligence gathered to improve student success.
- Decrease the percentage of students who DFW from courses.
- Open the Student Health and Wellness Center.

# strategy two

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**Aims provides innovative, transformative and flexible course and campus experiences for learners and workplace experiences for employees.**

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How will we maximize the use of emerging technologies throughout the curriculum



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What is learner-engaged curriculum



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In what ways will we transform instructional delivery

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How do we enhance professional growth



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How can we hire and retain top talent

# objectives

## Transform and Create New Curriculum to meet Contemporary Learner and Business Partner Needs

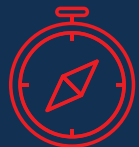
- Generate curriculum that meet community and employer needs.
- Explore innovative credentialing options.
- Open the Aims Workforce Innovation Center.
- Open the Aims Aircraft and Maintenance Training Center.

## Transform and Create New Instructional Delivery Modes Centered on Student Success and Completion

- Develop innovative instructional modes.
- Improve teaching and learning as a Hispanic Serving Institution.

## Enhance Strategies for Employee Talent Acquisition, New Hire Process Efficiencies and ongoing Professional Growth and Development

- Implement GROW: Aims Leadership Institute
- Recruit top talent
- Enhance new employee experience (onboarding)







**Thank you for your continued support and commitment to our growth. Partnerships are at the core of what gives us meaning in what we do.**

BOARD OF TRUSTEES

Follow progress on the 2024-2027 Strategic Plan by reading our most up-to-date Annual Report to the Community.





