

# PPCC STRATEGIC PLAN 2008–2013 with AREA S.M.A.R.T. GOALS

## **Success Factor #1 – PPCC’s Primary Focus will be to Prepare Learners**

Learners include all credit and non-credit students and faculty and staff.

1. Create effective advising systems and clear career pathways
2. Strengthen our culture of student support
3. Enable and recognize student academic achievement
4. Create continuous learning programs for faculty and staff
5. Meet and exceed accountability and accreditation standards
6. Enhance and maintain a clean, well-maintained, environmentally-friendly, and safe learning environment

## **Success Factor #2 – PPCC will Enable Success in the 21<sup>st</sup> Century**

Whether learners are here for transfer education, career and technical programs, skill upgrades, personal enrichment, or workplace training, PPCC must be committed to providing the skills and knowledge necessary for success in the 21<sup>st</sup> century.

- Identify and teach workforce and life skills
- Promote global, cultural understanding
- Enhance salaries and benefits to a level that will attract and retain quality faculty and staff
- Utilize current and relevant technology

## **Success Factor #3 – PPCC must Maintain Agility**

PPCC must adapt to changing forces which affect our ability meet our mission and vision.

- Foster an innovative culture that supports risk-taking
- Forecast and respond to the needs of students and the community
- Create cost-effective programs and services
- Promote clear, timely, data-driven decision making

## **Success Factor #4 – PPCC must Maintain Accessibility**

PPCC is often the only path by which many students can access higher education.

- Maintain affordable cost of education
- Identify need-based, cost-effective geographic locations
- Identify need-based, cost-effective program offerings
- Respond to the needs of unique student populations such as military, business and industry, special needs, and the underrepresented
- Provide and maintain accessible physical and virtual environments

### **Success Factor #5 – PPCC must Create a Culture of Engagement**

PPCC is as strong as its faculty and staff. It is through the hard work, caring, and determination of our employees that PPCC can continue to be successful.

- Foster a culture of teamwork, collaboration, and unity of purpose
- Create a safe environment for communication
- Infuse leadership throughout the institution
- Promote employee involvement in the college and community
- Improve employee recruiting, retention, empowerment, and morale

### **Success Factor #6 – PPCC must Grow FTE in a Cost-Effective Manner**

Our current funding is based primarily on FTE generation. In order for PPCC to remain vital and robust in reaching our mission and vision, we must continue to grow FTE. Cost effectiveness must be considered when growing FTE.

- Identify and develop partnerships
- Improve retention, completion, graduation, and transfer rates
- Market the college effectively
- Shift resources based on analytics
- Identify and support new opportunities for increasing academic space and commensurate infrastructure needs

### **Success Factor #7 – PPCC must Grow Revenue in a Cost-Effective Manner**

PPCC must investigate and pursue additional revenue sources in order to effectively achieve all success factors.

- Increase resources through partnerships, entrepreneurialism, grants, and contracts
- Initiate a major gifts and capital campaign
- Control costs in all processes through analysis to keep the cost of education affordable
- Develop measurement and feedback processes to assure mission accomplishment

# APPENDIX – AREA S.M.A.R.T GOALS

Effective February 15, 2008

## ADMINISTRATIVE SERVICES

### **Success Factor #1 – PPCC’s Primary Focus will be to Prepare Learners**

1. Continuously assist in preparing learners by maintaining a clean, accessible, and safe environment that is conducive to learning.
2. Champion the integration of technology to better prepare learners by providing an enhanced web presence and assessing the feasibility/viability of instant message advising by academic year 2010.
3. Promote a climate that fosters a campaign in which unsafe conditions and processes are recognized, identified, reported, remedied or mitigated.

### **Success Factor #2 – PPCC will Enable Success in the 21st Century**

1. Trained in cultural awareness and sensitivity by June 30, 2009.
2. Provide professional development, annually, to staff as deemed relevant.
3. Advocate for the most current and relevant technology for students, faculty and staff.

### **Success Factor #3 – PPCC must Maintain Agility**

1. Continuously evaluate current processes to identify efficiencies whenever and wherever possible.
2. Strive to improve and streamline reports so better informed decisions can be made in a timely manner.

### **Success Factor #4 – PPCC must Maintain Accessibility**

1. Help maintain and foster an environment conducive to learning through community oriented policing.
2. Identify, through collaboration, areas where educational costs can be made more affordable.
3. Take a leadership role in identifying and implementing energy efficiencies as required by the Governor’s Energy Office.

### **Success Factor #5 – PPCC must Create a Culture of Engagement**

1. Foster an organizational culture that supports innovation and risk taking through employee empowerment, employee recognition, and regular, effective communication.

### **Success Factor #6 – PPCC must Grow FTE in a Cost-Effective Manner**

1. Identify and support new physical plant opportunities for increasing academic space and the commensurate growth of infrastructure.

### **Success Factor #7 – PPCC must Grow Revenue in a Cost-Effective Manner**

1. Control costs in all business/service processes through a collaborative effort to keep the cost of education affordable.
2. Strive to build collaborative partnerships with neighboring agencies and explore external funding sources wherever feasible.

## **EDUCATIONAL SERVICES**

### **Success Factor #1 – PPCC’s Primary Focus will be to Prepare Learners**

1. A collaborative leadership team will create an advising system(s) across all campuses to include career pathways (both online and paper) by the end of 2013 academic year as measured by improved retention and graduation rates.
2. A collaborative team will create and enhance systems to strengthen our culture of learner support which includes academic preparation, technical skills, research, and student support services by end of academic year 2013 as measured by improved graduation rates, retention and success in learner progression.
3. Programs and systems will be created by CETL and appropriate leadership teams to create continuous learning programs for new, adjunct, and regular faculty and staff by 2009.
4. Student academic achievement will be assessed and plans to improve and enhance curriculum and programs will be developed, implemented, and monitored as measured by the HLC Assessment Academy Team and College’s Outcomes Assessment Team (COAT) on an annual basis.

### **Success Factor #2 – PPCC will Enable Success in the 21st Century**

1. Anticipate, develop, and initiate the inclusion of 21st Century Skills and concepts into the curriculum as measured by assessment of student academic achievement, program advisory committees, and the program review process by the end of academic year 2013.

### **Success Factor #3 – PPCC must Maintain Agility**

1. Ed Services leadership will encourage and reward innovation in course format, delivery and scheduling as measured by the number of pilot projects and increased enrollment in this area; and, within the context of assessment of student academic achievement by 2013
2. Instructional leadership will collaborate with the community and learners to create systems to identify and respond to needs with cost-effective, timely programs as measured by implementation of credit and non-credit programs on an annual basis

### **Success Factor #4 – PPCC must Maintain Accessibility**

1. Continually assess cost impact of academic decisions on all stakeholders, especially students, as measured by embedding this value in VPES processes incrementally each year through 2013
2. PPCC will respond to community demand by establishing a presence in high growth areas as measured by establishing a full service campus on the eastern edge of Colorado Springs and outreach centers in other locations as needed by 2009.
3. PPCC will respond to the growing military community by establishing programs and facilities geared to the unique needs of service members, both deployed and local, and their families as measured by increased enrollment, retention and transfer rates in this population by 2013

### **Success Factor #5 – PPCC must Create a Culture of Engagement**

1. Foster and support a culture of inclusiveness through safe forums of communication and college activities, such as Conversation Days or Town Hall meetings, as measured by a regular campus climate survey and employee retention
2. In coordination with other college mission elements will develop individualized plans for succession planning, targeted leadership training, cross-training, and mentorship of employees with high leadership potential each year as measured by successfully filling the PPCC staffing pattern and increasing the promotion rates within the college.

## **Success Factor #6 – PPCC must Grow FTE in a Cost-Effective Manner**

1. PPCC FTE will continue to grow at the rate commensurate with the community population growth as measured by our 'penetration rate in the community' on an annual basis.
2. Instructional leadership will promote increased FTE by creating and developing new partnerships as measured by an increased number of partnerships/collaborations by 2013
3. Instructional leadership will promote collaboration between instruction and marketing to improve awareness of PPCC programs in the community as measured by questionnaires by 2013

## **Success Factor #7 – PPCC must Grow Revenue in a Cost-Effective Manner**

1. Develop an Economic and Workforce Development Division that will become self sufficient in 2011 and profit generating by 2013.
2. Foster entrepreneurialism/intrapreneurialism across the organization to increase revenue streams as measured by grants, collaborative partnerships and private donations

## **PRESIDENT'S OFFICE**

### **Success Factor #1 – PPCC's Primary Focus will be to Prepare Learners Foundation**

1. Make Student Crisis Management Program, CDCs and Multicultural Male Retention Initiative centerpieces of community outreach with growth in support to exceed 5 percent per year.

### **Marketing**

1. Create integrated synergistic connections that will present a unified, cohesive picture of the College's programs and services that the student can understand and navigate with ease, utilizing the full range of print, electronic and interactive media. Develop and implement web redesign and content management system in 2008.
2. Strengthen and improve the career pathways model and support recruiters and faculty advisors through an integrated network of marketing tools from now through 2013. Inform current and future students about career pathways through online, print, electronic and interactive media.

### **Office of Strategy Management**

1. Support faculty and staff assessment of student learning and apply the results through budget initiatives. .
2. Build student cohort models and tracking systems that produce an annual report of academic success, retention, and completion measures.

### **Success Factor #2 – PPCC will Enable Success in the 21st Century Foundation**

1. **PPCC Foundation:** Seed innovation across the institution through growth exceeding 5 percent per year in the foundation's Innovation Awards. These grants will become increasingly competitive, sought after and valued.

## **Human Resources**

1. Maintain a culture that emphasizes a violence free workplace environment at the College  
All employees of the College are responsible for maintaining a culture that emphasizes a safe and productive workplace free from workplace violence.
  - Create a comprehensive workplace violence prevention initiative (including a threat/risk assessment)
  - Promulgate formal workplace violence procedures
  - Create incident management and response systems
  - Educate all campus community members about workplace violence through appropriate training vehicles
  - Provide for post-incident review and analysis
2. Develop a culture that emphasizes a safe workplace at the College  
All employees of the College are responsible for maintaining a culture that emphasizes a safe and productive workplace free from accidental injury or death.
  - Commission a comprehensive workplace safety and risk assessment
  - Promulgate formal workplace safety procedures that foster supervisor/employee accountability
  - Create incentive programs for safe practices and measurable decreases in Workers Compensation claims
  - Educate all campus community members about workplace safety through appropriate training vehicles
  - Provide for post-incident review and analysis between employee and supervisor

## **Marketing**

1. Marketing & Communications will brand the College as a vital community partner for economic growth, by working in partnership with the Dean of Economic & Workforce Development.
2. Promote and market the College's job training programs to local business and industry and recruit their employees for training and job skill enhancement, ongoing through 2013. (Measurable goals to be determined by Dean of EWDD).

## **Office of Strategy Management**

1. The Office of Strategy Management will support annual program accreditation and program review to align learning assessment, academic planning, and college priorities.
2. The Office of Strategy Management will track and gather after-graduation performance data about transfer students and graduates in a yearly follow-up report.

## **Success Factor #3 – PPCC must Maintain Agility Foundation**

1. Seed innovation across the institution through growth exceeding 5 percent per year in the foundation's Innovation Awards. These grants will become increasingly competitive, sought after and valued.
2. Be key point of authoritative connectivity for the community, facilitating collaboration on college strategic programs and serve as a leadership resource that is regularly sought after by the community. Tracking mechanisms to be developed with assistance of Office of Strategy Management as necessary.

## **Marketing**

1. Continue to create and present a fresh, relevant and cutting-edge face to the community that excites and engages youth and adults in their pursuit of higher education, and fosters the public image of PPCC as a college of first choice.
2. Continue to incorporate changing technology into our marketing strategy, such as content management for the web, web-based marketing, podcasts and social networking. Adapt strategies and reallocate resources as required to utilize these technologies. Ongoing through 2013.

## **Office of Strategy Management**

1. Build data systems for accountability, effectiveness, strategy and partnership development that annually produce all required institutional reports to governance agencies and the community.
2. Conduct reviews of key end user groups to define information needs and to develop data validation and standardization.

## **Success Factor #4 – PPCC must Maintain Accessibility**

### **Foundation**

1. Enhance accessibility for students through development of a highly user friendly, responsive scholarship administration and ensure growth in scholarship dollars exceeding 5 percent per year.
2. Create infrastructure, compelling case for multi-year, multi-million dollar major gifts/capital campaign and begin quiet phase of campaign no later than January '09.

## **Marketing**

1. Continue to promote the college as approachable, accessible and affordable. We will continue to focus on the importance of rigorous academics, transferability, smaller classes, variety of programs, and the array of support services and resources available to our students. We believe this is the hallmark of the community college, and key to our marketing strategy.
2. Target our outreach to all levels of learners in a broad demographic, to include high school students, adults, minorities, women, military, distance learners, home schooled, at-risk, rural, and other niche markets.

## **Office of Strategy Management**

1. Support the planning or evaluation of at least one college and community partnership annually to improve accessibility and expand the FTE base.
2. Conduct an annual student needs study to develop cross-functional success strategies.

## **Success Factor #5 – PPCC must Create a Culture of Engagement**

### **Foundation**

1. Utilize Colorado Combined Campaign and upcoming major gifts/capital campaign as important vehicles for increasing engagement in college initiatives – measured in increases in dollars given by staff and faculty, percentage of givers among staff and faculty, and participation levels as advocates for the college in our community outreach.

## **Human Resources**

1. Recruit and support excellent and diverse APT, Classified and Faculty  
Pikes Peak Community College believes that cultural and social diversity contributes to the richness and vitality of the educational and employment experience of the college community.
  - Assure that current and accurate job descriptions exist for all positions
  - Provide competitive salaries and compensation packages at all employee levels
  - Expand employee benefits that are non-pecuniary in nature
  - Provide institutional resources to target diverse populations for position vacancies
  - Analyze and create necessary support systems to enhance a diverse workforce and a spirit of inclusion
  - Expand campus resources for professional development and training
  - Empower search and screening committees to be responsible for recruiting applicants
  - Provide administrative training and mentoring for new area/department leaders
2. Reduce employee turnover and increase employee satisfaction  
Increasing employee satisfaction leads to employee retention and forgoes the expense involved in hiring employee replacements
  - Review and strengthen the employee exit interview process for employees departing the college
  - Incorporate exit interview results when addressing retention factors
  - Take steps to ensure faculty and staff are effectively and fully integrated into their departments
  - Continuously improve reward systems based on excellence in work performance
  - Develop and utilize an employee satisfaction survey
  - Incorporate survey results when addressing employee satisfaction

## **Marketing**

1. By producing the bi-weekly E-News, Marketing & Communications plays an important role in recognizing the accomplishments of faculty and staff. We inform the college community of important events, activities and developments, and foster open communication throughout all campuses, divisions and departments of the college. We actively encourage faculty and staff to submit information to the E-News for communication with the entire college community.
2. Raise the image and prestige of the College in the community by extolling the accomplishments of our college, faculty and staff through publicity in print and electronic media.

## **Office of Strategy Management**

1. Based on institutional needs, annually develop collaborative projects as professional development activities for faculty or development of student inquiry skills.
2. Develop a Web-based data system that tracks requests, increases direct information access, and provides training for data use and interpretation.
3. Build a Web-based strategic enterprise management system that supports executive decision making and provides training for data use and interpretation.

## **Success Factor #6 – PPCC must Grow FTE in a Cost-Effective Manner Foundation**

1. Create infrastructure, compelling case for multi-year, multi-million dollar major gifts/capital campaign and begin quiet phase of campaign no later than January '09.

## **Marketing**

1. Increase the overall percentage of high school students from the Pikes Peak Region who enroll at PPCC immediately after graduation to 25% by 2010.
2. Utilize data analysis to effectively target the college's marketing efforts and improve market share. Increase the percentage of residents age 18 and older in El Paso County who attend PPCC to 3% during 2008-09.
3. In coordination with the Dean of EWDD, strengthen recruiting efforts with existing businesses to increase the number of incumbent workers attending PPCC. Get the PPCC website link placed on local business and industry internal websites promoting education opportunities for their workforce.
4. Conduct at least two focus groups a year with high school students to identify and gather information about effective ways to deliver college marketing and recruiting.

## **Office of Strategy Management**

1. The Office of Strategy Management will design and annually conduct two process improvement studies for curriculum, instruction, student development, or administration.
2. The Office of Strategy Management will collaboratively develop facilities utilization models and analysis to improve current and future delivery of instruction and services.

## **Success Factor #7 – PPCC must Grow Revenue in a Cost-Effective Manner Foundation**

1. Serve as an institution-wide resource and leader in activities related to economic and community development.
2. Complete three-year update of PPCC economic impact study, released in June '05, no later than fourth quarter of calendar year 2008.

## **Marketing**

1. Engage with PPCC Foundation and Economic and Workforce Development Division and provide marketing and public relations support to help them meet their goals.
2. Grow student recruiting efforts by solidifying and building new relationships with high schools and their counselors, home school associations, alternative schools, the military community, and business and industry.
3. Increase the number of home school students attending PPCC by 1% by Fall, 2008.
4. Create a student referral program that will provide recruiters with contacts for recruiting by Fall, 2008.
5. Continue to seek and create new opportunities for our recruiters to interact with the public, through such venues as the recruiters' new bi-monthly Email Minute, the Sky Sox Grand Slam Scholarship, the Kane Family Scholarships, radio and television talk shows, education and job fairs, and other community events.

## **Office of Strategy Management**

1. The Office of Strategy Management will develop a tracking system and data bank to plan and evaluate educational initiatives that increase revenue through external funding and partnerships.
2. The Office of Strategy Management will conduct an annual evaluation of mission accomplishment based on measurement of how well institutional resources met prioritized needs.

## **STUDENT SERVICES**

### **Success Factor #1 – PPCC’s Primary Focus will be to Prepare Learners**

#### **Crisis Counseling**

1. The Crisis Counselors and Student Urgent Response Force will continue to refine and develop the role and function of the Student Crisis Counseling Office by the end of 2009 academic year.
2. Progressively expand access of crisis counseling to all campuses by 2011.
3. Create a full-service counseling center to meet broad counseling and referral needs at all PPCC campuses by 2012.

#### **Testing Center**

1. Increase availability and access for all Testing Center services across all campuses by 2010.

#### **Child Development Centers**

1. The CDC will establish a system of identifying student parents with children enrolled in the CDC who need assistance and additional family supports to achieve academic progress by the end of the 2009 academic year.
2. The CDC will pilot a system of providing student parents with family supports and resources to enhance their student success as measured by data collection by the end of the 2010 academic year.

#### **OASIS**

1. Fully accommodate all registered OASIS students by 2012 (staff, technology, hours of operation, centers at each campus).

#### **SSS**

1. Re-write TRiO SSS Grant RFP by fall 2008 and obtain renewed funding.

#### **Multicultural Retention**

1. Increase the graduation rate of minority male students by 2010.
2. Enable minority male student academic achievement via a mentoring program, implemented by the end of fall 2008.
3. Showcase minority male academic achievement through community celebrations by 2009..

#### **Career Planning & Advising**

1. Create a consistent, comprehensive system of career planning and advising across all campuses to support students in attaining their academic and career goals, incorporating the philosophy of career mapping for all students, by the end of the 2011 academic year.

#### **Learning Assistance Center**

1. Utilize technology to expand program workshops for students by 2009.
2. Provide more variety of college success workshops by 2009.

#### **Enrollment Services**

1. Enrollment Services will assist with developing processes that ensure degrees and certificates are awarded to all students qualified to receive them by 2010.
2. Expand Enrollment Services access during Weekend College and other peak registration periods by 2009.

3. Enrollment Services will work with other campus offices to explore weekend hours during peak registration periods.
4. Incorporate Velocity Center concept to Downtown Studio campus Enrollment Services operation by 2009.
5. Collaborate on operational plans for Falcon campus.
6. Enrollment Services will reduce PPCC's Cohort Loan Default rate by FY 2011.
7. Enrollment Services will utilize innovative tools to communicate with our students more effectively and efficiently by 2009.

### **VPSS**

1. Collaborate with all Student Services areas to create a one-stop center by 2010.
2. Establish PPCC campus in partnership with D-49 in Falcon by 2008.
3. Create an esprit de corps and division identity for the Division of Student Services while functioning in a collaborative model across college divisions by the end of 2008.

## **Success Factor #2 – PPCC will Enable Success in the 21st Century**

### **OASIS**

1. Create collaborative disability and disability services awareness training with stakeholders (students, faculty, staff, and community resources).

### **Student Activities**

1. Plan array of activities focusing on global, cultural understanding at all three campuses at least once per term starting fall 2008.

### **SSS**

1. Highlight skill development for target TRiO populations in accordance with grant criteria..

### **Multicultural Retention**

1. Provide a safe environment for minority male students to learn life and workforce skills through mentoring, workshops, and connections to the college community by the end of spring semester 2008.

### **Learning Assistance Center**

1. Utilize technology to expand program workshops for students by 2009.
2. Explore options for online tutoring by 2010.

### **Campus Life**

1. Campus Life will continue to build community through programs, services and environments that inspire learning, promote personal growth and foster responsible citizenship.

## **Success Factor #3 – PPCC must Maintain Agility**

### **Crisis Counseling**

1. The Crisis Counselors and Student Urgent Response Force will continue to refine and develop the role and function of the Student Crisis Counseling Office by the end of 2009 academic year.
2. Progressively expand access of crisis counseling to all campuses by 2011.

3. Create a full-service counseling center to meet broad counseling and referral needs at all PPCC campuses by 2012.

### **Fitness Center / Clubs / SG**

1. Create more opportunities for sport club/intramural involvement by fall 2008.

### **OASIS**

1. Provide open forum opportunities for faculty and staff to discuss issues, best practices, and teaching/accommodative strategies for students with disabilities.
2. Expand training, expertise and technology for innovative, timely, and efficient accommodations for OASIS students by 2010.

### **Student Activities**

1. Conduct research with students at annual Welcome Picnics to discern programming needs and interests beginning fall 2008.

### **Enrollment Services**

1. Enrollment Services will assist with developing processes that ensure degrees and certificates are awarded to all students qualified to receive them by 2010.
2. Expand Enrollment Services access during Weekend College and other peak registration periods by 2009.
3. Enrollment Services will work with other campus offices to explore weekend hours during peak registration periods.
4. Incorporate Velocity Center concept to Downtown Studio campus Enrollment Services operation by 2009.
5. Collaborate on operational plans for Falcon campus.
6. Enrollment Services will reduce PPCC's Cohort Loan Default rate by FY 2011.
7. Enrollment Services will utilize innovative tools to communicate with our students more effectively and efficiently by 2009.
8. Develop and use policies and procedures manual to ensure consistent services for students by 2009.

### **Campus Life**

1. Campus Life will continue to sponsor programs and services based on needs assessment (SSI)

### **VPSS**

1. Collaborate with all Student Services areas to create a one-stop center by 2010.
2. Design and implement conference center environment in C-Building by 2008.
3. Establish PPCC campus in partnership with D-49 in Falcon by 2008.
4. Create an esprit de corps and division identity for the Division of Student Services while functioning in a collaborative model across college divisions by the end of 2008.

## **Success Factor #4 – PPCC must Maintain Accessibility**

### **Testing Center**

1. Expand access to GED testing by increasing site options by 2009.

### **Child Development Centers**

1. The CDC will provide an income based sliding scale including the acceptance of child care payment through the Colorado Child Care Assistance program through the end of the 2011 academic year.
2. The CDC will respond to student and community needs by analyzing the need, cost effectiveness and possible partnerships for additional student child care service programs and geographical locations by the end of the 2011 academic year.

### **Fitness Center / Clubs / SG**

1. Expand Wellness and PED options to Rampart Range Campus site by spring 2009.

### **OASIS**

1. Expand awareness among faculty of OASIS students relative to accessible alternate-format instructional materials by 2009.
2. Provide input regarding the benefits to all students regarding the adoption of textbooks that have existing accessible alternate format materials.
3. Provide input regarding the benefits to all students regarding delaying the turnover of textbook adoptions that do not have existing accessible alternate format materials that must be created in-house via a huge commitment of time and resources.

### **Student Activities**

1. Increase scope of student activity programming on all campuses based on enrollment and collaborative efforts with faculty and academic programs by 2010.

### **Learning Assistance Center**

1. Increase student access to tutoring and supplemental instruction by extending to multiple campuses, weekend college, and virtual environments by 2009.

### **Career Planning & Advising**

1. Create a consistent, comprehensive system of career planning and advising across all campuses to support students in attaining their academic and career goals, incorporating the philosophy of career mapping for all students, by the end of the 2011 academic year.

### **Multicultural Retention**

1. The Multicultural Retention office will provide ease of access for target populations to tutoring and other college and community resources by 2009.
2. Expand Multicultural Retention office presence to all campuses by 2012.

### **Enrollment Services**

1. Enrollment Services will assist with developing processes that ensure degrees and certificates are awarded to all students qualified to receive them by 2010.
2. Expand Enrollment Services access during Weekend College and other peak registration periods by 2009.
3. Enrollment Services will work with other campus offices to explore weekend hours during peak registration periods.
4. Collaborate on operational plans for Falcon campus and expand access at all campuses via appropriate staffing levels.
5. Enrollment Services will reduce PPCC's Cohort Loan Default rate by FY 2011.
6. Enrollment Services will utilize innovative tools to communicate with our students more effectively and efficiently by 2009.

## **Campus Life**

1. Respond to increased needs for Campus Life availability across all campuses.

## **VPSS**

1. Collaborate with all Student Services areas to create a one-stop center by 2010.
2. Design and implement conference center environment in C-Building by 2008.
3. Establish PPCC campus in partnership with D-49 in Falcon by 2008.

## **Success Factor #5 – PPCC must Create a Culture of Engagement**

### **Crisis Counseling**

1. The Student Crisis Counseling Office will work with PPCC and the broader community to strengthen relationships and create effective procedures by the end of 2010 academic year.

### **Testing Center**

1. Provide comparable testing services available at all campuses by 2012.

### **Fitness Center / Clubs / SG**

1. Expand Wellness educational programs for students and faculty/staff at both Centennial and Rampart Range campuses by spring 2009 .

### **Student Activities**

1. Infuse a culture of student recognition for out-of-class learning (clubs, Student Government, etc.) by 2009.

### **Multicultural Retention**

1. The Multicultural Retention office will partner with academic and student services to enhance understanding of minority male success factors by 2009.

### **Learning Assistance Center**

1. Collaborate with Multicultural Retention office to track high-risk students by 2010.

### **Dean of Students**

- Increase awareness and understanding of Pikes Peak Community College Student Standards of Conduct and student judicial affairs process throughout the college community by 2010 in order to foster a positive environment conducive to learning and working.

### **Enrollment Services**

1. Enrollment Services will assist with developing processes that ensure degrees and certificates are awarded to all students qualified to receive them by 2010.
2. Expand Enrollment Services access during Weekend College and other peak registration periods by 2009.
3. Enrollment Services will work with other campus offices to explore weekend hours during peak registration periods.
4. Enrollment Services will collaborate on operational plans for Falcon campus and expand access at all campuses via appropriate staffing levels.
5. Enrollment Services will reduce PPCC's Cohort Loan Default rate by FY 2011.
6. Enrollment Services will utilize innovative tools to communicate with our students more effectively and efficiently by 2009.

7. Develop and use policies and procedures manual to ensure consistent services for students by 2009.

### **Campus Life**

1. Expand teambuilding and workshop menu for clubs, departments, and the college community.

### **VPSS**

1. Create an esprit de corps and division identity for the Division of Student Services while functioning in a collaborative model across college divisions by the end of 2008.

## **Success Factor #6 – PPCC must Grow FTE in a Cost-Effective Manner**

### **Testing Center**

1. Expand access to GED testing by increasing site options by 2009.

### **Child Development Centers**

1. The CDC will serve more PPCC students by increasing the number of classrooms that are open through the end of the 2010 academic year.

### **Fitness Center / Clubs / SG**

1. Offer more PED courses each fiscal year starting spring 2008.

### **OASIS**

1. Research and access additional funding/documentation resources and community partnerships for OASIS students by 2010.

### **SSS**

1. Improve retention and persistence each grant year (transfer, re-enrollment completion and graduation) of SSS participants

### **Multicultural Retention**

1. The Multicultural Retention Office will work with PPCC and other schools in the community to develop a stronger relationship for college, high school, elementary and youth organizations by 2009.

### **Learning Assistance Center**

1. Collaborate with Multicultural Retention office to track high-risk students by 2010.
2. Increase student retention by expanding tutoring beyond “historically difficult” classes by 2009.

### **Enrollment Services**

1. Positively impact FTE through prompt, efficient dispersal of Financial Aid funds by 2009.
2. Enrollment Services will assist with developing processes that ensure degrees and certificates are awarded to all students qualified to receive them by 2010.
3. Expand Enrollment Services access during Weekend College and other peak registration periods by 2009.
4. Enrollment Services will work with other campus offices to explore weekend hours during peak registration periods.
5. Enrollment Services will collaborate on operational plans for Falcon campus and expand access at all campuses via appropriate staffing levels.

6. Enrollment Services will reduce PPCC's Cohort Loan Default rate by FY 2011.
7. Enrollment Services will utilize innovative tools to communicate with our students more effectively and efficiently by 2009.

### **VPSS**

1. Establish PPCC campus in partnership with D-49 in Falcon by 2008.

### **Success Factor #7 – PPCC must Grow Revenue in a Cost-Effective Manner Testing Center**

1. Expand testing options by increasing site numbers and availability by 2012, thereby increasing auxiliary revenue.

### **Child Development Centers**

1. The CDC will partner with the PPCC Foundation to identify funding sources to support the sliding scale and child care scholarships for student parents by the end of the 2009 academic year.
2. (A suggested goal for the College at large):
3. Research and develop renewable energy resources for all campuses to:
  - o reduce energy costs
  - o be compatible with green initiatives
  - o & to provide opportunities for new academic programs & training/CTE facilities.

### **Student Activities**

1. Pursue grant-funded or subsidized major cultural events by 2009, to perpetuate a philosophy of community inclusion and fiscal support.

### **Campus Life**

1. Create revenue stream based on conference-hosting services by 2011.

### **VPSS**

1. Design and implement conference center environment in C-Building by 2008.
2. Establish PPCC campus in partnership with D-49 in Falcon by 2008.
3. Partner with PPCC Foundation to access grant opportunities for Division of Student Services by 2010.