



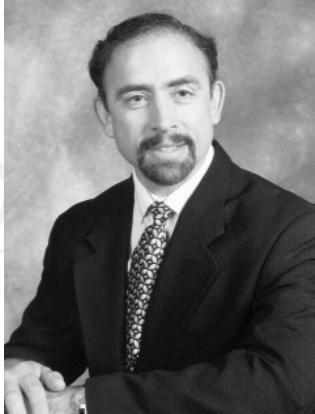
PIKES PEAK COMMUNITY COLLEGE
2002-2007 STRATEGIC PLAN

*“Cherish your visions and your dreams,
as they are the children of your soul,
the blueprints of your ultimate achievements.”*

—Napoleon Hill, author

“In strategy it is important to see distant things as if they were close...”

—Maiyamoto Musashi, Japanese warrior and strategist



A MESSAGE FROM JOSEPH A. GARCIA, PRESIDENT, PPCC

The Pikes Peak Community College 2002-2007 Strategic Plan was developed by college administrators, students, faculty, staff, Advisory Board and Foundation Board members, and community leaders. The Plan is the result of a collaborative planning process that took place over two years, spanning a period during which three different individuals served as president of the college. All members of the college community participated in some way in the formulation of this plan, and the members of the Strategic Planning Committee deserve special recognition for their contribution of time, energy, and talent. I commend everyone who participated in this effort. Their support and contributions made this plan possible.

The focus of the Pikes Peak Community College strategic plan is on individual student success. I believe this focus will enable Pikes Peak Community College to fully meet the transfer, career, and technical educational needs of its students and the community it serves. I am confident that the vision and values stated in this strategic plan will guide us towards realizing our shared aspiration of being a community of learners and scholars who believe that what we do here and what we learn here will contribute to the cultural and economic vitality of the Pikes Peak Region.

“When you discover your mission, you will feel its demand. It will fill you with enthusiasm and a burning desire to get to work on it.”

—W. Clement Stone, U.S. businessman, philanthropist

MISSION

Our mission is to provide high quality, educational opportunities accessible to all, with a focus on student success and community needs, including

- occupational programs for youth and adults in career and technical fields,
- two-year transfer educational programs to qualify students for admission to the junior year at other colleges and universities, and
- a broad range of personal, career, and technical education for adults.

VISION

At Pikes Peak Community College, we will unite in our focus on individual student success. Students will choose our College because of our supportive learning environment, enthusiastic and respected faculty and staff, and our ability to meet our diverse community’s varied educational needs.

“The secret of success is constancy of purpose”

— Benjamin Disraeli

“Here is the test to find whether your mission on earth is finished. If you’re alive, it isn’t.”

— Richard Bach

“I had to go out into the world and become strong, to discover my mission in life.”

— Tina Turner

“Strategic planning is worthless—unless there is first a strategic vision.”
—John Naisbitt, business writer

VISION

At Pikes Peak Community College, we will unite in our focus on individual student success. Students will choose our College because of our supportive learning environment, enthusiastic and respected faculty and staff, and our ability to meet our diverse community's varied educational needs.

We will have the following attributes in five years:

STUDENT ATTRIBUTES

- Student FTE of 6,800, representing a five percent annual increase over five years. Our students will be enthusiastically satisfied with their PPCC academic experience as evidenced by matching or exceeding national norms.
- Student retention rate of students in short term certificate programs (less than two years) will increase from one term to the next by three percentage points during each of the next five years. Student graduation rates and/or transfer rates will increase by three percentage points during each of the next five years.

ACADEMIC ATTRIBUTES

- An institution that remains fully accredited by the Higher Learning Commission.
- A mix of academic programs, career and technical programs, and certificate programs that is responsive to the needs of the community.
- Schedules and delivery methods will be flexible and responsive to the community.
- Excellence throughout all programs with cross-disciplinary collaboration and an emphasis on academic rigor, oral and written communication skills, and critical thinking.
- A community of thinkers and learners.
- A campus culture and organizational structure that encourages faculty interaction across disciplines with the opportunity for discussion of pedagogical issues, mutual understanding, and respect and constructive problem solving for the good of the institution.

- Academic programs and activities that reflect the diversity of our society and encourage an understanding of global interdependence.

FACULTY AND STAFF ATTRIBUTES

- A diverse faculty and staff reflective of the Pikes Peak Region that are enthusiastic, student-focused, well qualified for their responsibilities, and highly satisfied with PPCC as an employer.
- Full-time faculty FTE growth will be twice that of student FTE growth.
- Adjunct faculty FTE will remain constant.
- General fund APT and classified staff FTE growth will be half that of student FTE growth.

CAMPUS ATTRIBUTES

- Effective utilization of the existing three campuses with space allocation based on the needs of the College and students.
- Clean, well-maintained, accessible, and safe physical facilities offering a full range of student support services.

FINANCIAL ATTRIBUTES

- Total general fund revenues approaching \$40 million.
- A cash reserve fund balance of three percent of annual revenues.
- An annual faculty development fund of \$132,000.
- An annual general fund APT and classified staff development fund of \$50,000.
- An annual technology and equipment replacement fund of \$250,000.
- An annual classroom furniture replacement fund of \$25,000.
- An annual new program development fund of \$100,000.

“When your values are clear to you, making decisions becomes easier.”
—Roy Disney, English politician

VALUES

STUDENT SUCCESS

We believe:

- Students and their success are our highest priority.
- Learning is the process that changes and improves lives.
- All decisions should advance the quality of education and student success.
- In advocating for an affordable education.
- In the importance of relevant, comprehensive, current curricula.
- In being engaged with and supportive of our community.
- In using appropriate resources, including technology, to support the learning environment.

QUALITY AND EXCELLENCE

We believe:

- In providing the highest quality of education and support services to our students and our colleagues across all campuses.
- The process of teaching and learning and the administration of education are mutually supportive.
- Our campuses should be showplaces for our community as reflected in their appearance.
- In actively nurturing those who take on leadership positions.
- That faculty and staff are our greatest asset and that our commitment to and support of their continuous professional development is essential.
- In realistically allocating time and other resources so that employees can reach our agreed upon goals and meet high standards.
- In engaging with and being supportive of our community.
- In consistently reviewing our vision, mission, and values and embedding them in all we do.

DIVERSITY

We believe:

- In valuing and respecting our inherent differences while endeavoring to learn from each other.
- That our student and staff diversity should reflect the community we serve.
- In developing the talents and creativity of our employees.

SHARED DECISION MAKING

We believe:

- In collaborative problem solving and decision-making.
- In working toward common goals.
- In being accountable for our decisions and actions.
- In effectively using our resources by prioritizing according to our mission, values and strategic initiatives.

INFORMATION AND COMMUNICATION

We believe:

- In listening to each other.
- That clear and consistent communication is critical to our success.
- In providing access to the information we need to succeed in fulfilling our roles and responsibilities.

“Leadership is a potent combination of strategy and character.”

—Norman Schwartzkopf, U.S. military leader

STRATEGIC INITIATIVES AND GOALS

STUDENT SUCCESS

Provide a supportive learning environment that assists individual students to meet their goals.

Goals

- Develop and support multiple, flexible strategies for remediating students.
- Implement writing across the curriculum.
- Establish cross-disciplinary, team-taught courses and cohort groups.
- Design a comprehensive program to improve instruction.
- Identify and eliminate barriers to individual student success.
- Create class schedules that meet the needs of students.
- Evaluate and improve the faculty advising system.
- Determine the scope of student life activities based on the needs of students.

CAMPUS ENVIRONMENT

Create clean, well maintained, accessible, and safe physical facilities offering a full range of student support services at all three campuses.

Goals

- Develop and implement a controlled maintenance plan for all facilities.
- Expand and improve childcare facilities at Centennial and Rampart Range Campuses.
- Renovate and expand The Downtown Studio Campus and continue Centennial Campus renovation projects.
- Produce a comprehensive plan to meet the parking needs at all campuses.

- Create a centralized system to match instructional needs with available space.
- Establish a long-range capital projects plan for the College.
- Address student requests for expanding, improving, or adding new services and facilities.

CONTINUING ACCREDITATION

Evaluate all aspects of the College with respect to the General Institutional Requirements and the Five Criteria of the North Central Association’s Higher Learning Commission.

Goals

- Develop a comprehensive Self-Study Report that articulates the current state of the College and how we are planning for the future.
- Encourage broad participation in this effort.
- Base our assessment on data.
- Present the findings in evaluative rather than descriptive terms.
- Receive continuing accreditation for the next ten years without major concerns.

EFFECTIVE ORGANIZATIONAL SYSTEMS

Create structures and processes to facilitate effective and efficient information access, decision making, and communication.

Goals

- Develop and implement a governance model that works for PPCC.

“A good goal is like a strenuous exercise—it makes you stretch.”

—Mary Kay Ash, U.S. businesswoman

- Design organizational systems and processes that support the governance model and the daily work of the College.
- Create formal mechanisms for organizational communication that involve and inform College employees and students about important events and decisions.
- Promote access to information about our structures and processes to employees and students.
- Establish a system to recruit, develop, and retain a diverse, competent, and committed workforce.
- Create a plan and process for the expenditure of professional development funds.

MARKETING AND COMMUNITY OUTREACH

Promote a positive image for Pikes Peak Community College.

Goals

- Increase awareness of the College in the community.
- Create and implement a marketing and recruiting plan designed to realize our vision.
- Identify niche markets to effectively increase enrollment of specific groups.
- Develop new academic programs and update existing programs to meet community needs.
- Implement a comprehensive enrollment management plan to reach our projected student FTE increase.
- Encourage College employees to build relationships with the community.

“A goal is a dream with a deadline.”

*—Napoleon Hill,
author*

“There is no sudden leap into the stratosphere. There is only advancing step by step, slowly and tortuously, up the pyramid towards your goals.”

*—Ben Stein,
U.S. author*

“Great minds have purposes, others have wishes.”

—Washington Irving



Centennial Campus
5875 S. Academy Blvd.
Colorado Springs, CO 80906
(800) 456-6847
(719) 576-7711

Rampart Range Campus
11195 Highway 83
Colorado Springs, CO 80921
(719) 538-5000

The Downtown Studio Campus
100 West Pikes Peak Avenue
Colorado Springs, CO 80903
(719) 527-6000

www.ppcc.edu

"I have found that great people do have in common...an immense belief in themselves and in their mission. They also have great determination as well as an ability to work hard. At the crucial moment of decision, they draw on their accumulated wisdom."

—Yousuf Karsh, Canadian photographer

Sincere thanks to the following Pikes Peak Community College students, faculty, and staff who served on the College's Strategic Planning Council between October 1999 and May 2002:

Students: Marissa Aldridge, Gwendolyn Bailey, Rebecca Hinners

Faculty: Wayne Artis, Chuck Bowles, Cindy Buckley, Gayle Krzemien, Steve Milligan, Dr. Bob McMullen, Mary Piering, Cal Toombs

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