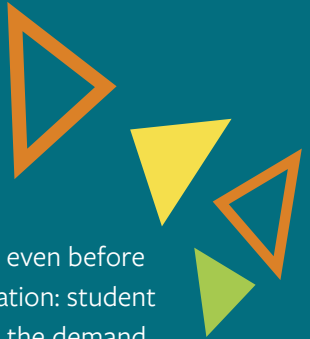




2023-2028 STRATEGIC PLAN

a new state of college





The COVID-19 pandemic transformed the way the world works and learns. But even before March 2020, other forces were challenging traditional models of higher education: student demographics and enrollment patterns shifted, online learning expanded and the demand for short-term credentials grew. In many ways, the pandemic accelerated those changes. *The Chronicle's* 2022 annual “academic year kickoff issue” was titled “The Shrinking of Higher Ed,” and spelled out the ongoing challenges:

Overall undergraduate college enrollment declined nearly 10% since the beginning of the pandemic. In spring 2022, enrollment dropped 4.7% compared to the year before.

Community colleges have been especially hard hit. Since the spring of 2022, enrollment in community colleges has decreased by more than 16%, with students of color accounting for most of that decline.

Public skepticism about the value of higher education has increased, and more potential students are moving directly into the labor market without attending college.


At the same time, significant local changes will affect the future development of the College and the region as a whole:

First, on April 22, 2022, Governor Polis signed legislation changing the name of Pikes Peak Community College to Pikes Peak State College (PPSC). The name change signals the beginning of a new era at the College, and points to both the challenges and opportunities ahead.

Second, Colorado Community College System (CCCS) Online is shifting to Colorado Online. As of this writing, CO Online is piloting seven courses for the spring 2023 semester, and as the details of CO Online are developed and refined, the long-term effects on our enrollment and staffing patterns are still to be determined but potentially significant.

Finally, in the late fall semester, President Lance Bolton announced that he is considering reorganizing the College. The current College organizational structure dates back to President Joseph Garcia (2001–2006). Dean Joseph Southcott, Dean of the Math and English Division, has led preliminary discussions, and though several models have been proposed, a campus and program alignment model has been the subject of the most detailed consideration. If a reorganization moves forward, the strategic plan must inform and align with that reorganization.

Amidst this changing landscape, it is all the more important to be strategic. We must assess Pikes Peak’s unique strengths and challenges to make intentional and measurable choices. We must ask ourselves, what will it take for Pikes Peak to thrive, not only over the next 5 years, but for many years to come?





an overarching
GOAL

While Pikes Peak has made progress on many key performance indicators, we know that improving retention, student success, and graduation rates should always be at the forefront of our work. Improving these metrics not only benefits our students, but improves the College's overall financial health, thus benefiting faculty, instructors and staff as well.

By the end of the strategic planning period, Pikes Peak's retention, graduation and course pass rates should be equivalent to if not exceed those of the other urban CCCS colleges:

- Arapahoe Community College (ACC)
- Community College of Aurora (CCA)
- Community College of Denver (CCD)
- Front Range Community College (FRCC)
- Red Rocks Community College (RRCC)

AY22 Overall Course Pass Rates

- Other urban schools (average): 80.52%
- Pikes Peak: 77.9%

AY21 Retention Rates

Fall to Fall, IPEDS cohort, full-time, first-time, degree-seeking only:

- Other urban schools (average): 54.3%
- Pikes Peak: 49.2%

Fall to Fall, all students, full and part-time, including both degree and non-degree seeking students*

- Before the pandemic, retention for all Pikes Peak students rose to 55.9% in 2019. That rate declined to 52% during the pandemic, but has started to rise again: our Fall 2021 to Fall 2022 rate is 53.5%.
- For the strategic planning period, our goal is to continue that positive trend and reach 58%.

**IPEDS data tracks first-time, full-time, degree-seeking students. "All students" tracks degree and non-degree-seeking students, full and part-time, and is not limited to students in their first term. Thus, in the "all students" data, below-average retention rates among first-time students can be obscured by above-average retention rates among concurrent enrollment students, and there can be a wide range between full-time and part-time students.*

Three-Year Graduation Rates

(Fall 2019, graduated by Summer 2022, IPEDS cohort)

- Other urban schools (average): 27.32%
- Pikes Peak: 22.9%

In striving toward this overarching goal and the strategic priorities below, PPSC remains committed to the College's vision, mission and values statements:

Vision: Students succeed at PPSC.

Mission: Our mission is to provide high quality educational opportunities to all with a focus on student success and community needs.

Values: We value a community built on learning, mutual respect, and diversity.



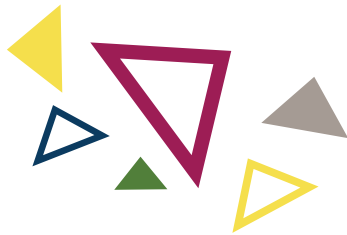


strategic

PRIORITIES

In early fall 2021, the Core Strategy Team (CST) was formed. This team, comprised of faculty, staff and administrators, led the strategic planning process from summer 2021 through fall 2022: analyzing data, gathering ideas and concerns from the College community, and assessing higher education trends. Additional details about the strategic planning process can be found in Appendix A.

In support of the overall goal of improving retention, student success and completion rates, the CST recommends the following strategic priorities:



Improve Success and Retention Rates for First Semester* Students

- Assess courses that students typically take in their first semester and support faculty, department, and division efforts to increase success rates in those courses.
- Create greater opportunities for early access to student areas of academic interest. Potential models include learning cohorts and contextualized AAA sections.
- Support academic readiness by piloting and expanding co-curricular offerings such as parachute courses, non-credit skill development programs, and bridge programs.
- Expand peer tutoring and peer mentoring programs.
- Build upon and continue to support community building programs in both academic and student support services.
- Employ strategic scheduling in order to foster cohort building, a sense of belonging, and to minimize scheduling challenges.
- Close the digital divide by implementing digital inclusion practices and digital literacy tools that increase access to internet-enabled devices.

**For purposes of this plan, “first semester students” are defined as: New First Time Anywhere, Transfer, or Readmit students. This includes concurrent enrollment students who matriculate to degree seeking students (they are classified as “new” in the first term after they graduate high school).*



Become More Agile in Response to the Changing Needs of Industry Partners, Students, and the Evolving Economic and Regional Workforce Landscape

- Continue to develop shorter, flexible options such as stackable credentials and short-term or industry credentials.
- Offer a variety of course modalities and schedules.
- Increase Prior Learning Assessment opportunities, utilization and awareness.
- Increase non-credit learning opportunities.
- Following CCCS's emphasis on increasing success rates for learners 25+, intentionally connect those learners to programs and resources.

Commit to Inclusive Excellence and Closing Equity Gaps by Embedding the Equity and Inclusion Strategic Plan into College-Wide Practices

The high-level priorities of the Equity & Inclusion (E&I) plan are included here to affirm the College's continued commitment to that plan, as well as the alignment between the two strategic plans. More details can be found in the E&I plan.

Enhance and Advance College-Wide E&I Initiatives:

- The College will foster an authentic climate and culture of inclusion, building a sense of belonging for students, faculty, instructors and staff.

Achieve Hispanic-Serving Institution (HSI) Designation:

- As the College works toward becoming an HSI, create the necessary infrastructure and resources to support success for Hispanic-identifying students.

Collaborate with Human Resources on Hiring and Retaining a More Diverse Pikes Peak Workforce:

- Align PPSC's hiring practices with the College's Affirmative Action Plan and Antiracism Framework.





Create a Thriving and Energizing Employee Environment

- Identify and build upon the differentiators that attract and retain top talent. Build the Pikes Peak brand as an attractive employment destination.
- Recognizing that compensation and benefit packages are prescribed by CCCS and the state board, develop a compensation philosophy and schedule designed to attract and retain top talent at Pikes Peak. As a first step in this effort, Human Resource Services (HRS) will conduct a compensation study that will benchmark PPSC's compensation against other CCCS colleges (scheduled for February 2023).
- Within salary bands, provide pay differentials for specialized skills, such as bilingual or multilingual language skills.
- Create professional development opportunities that allow employees to acquire skills, expertise in multiple areas, and explore career pathways. Develop entry-level generalist positions within departments/divisions that provide an opportunity to gain experience and provide pathways to advancement.
- Develop an application, hiring and onboarding process that is inclusive and provides a continuum of support to potential and new employees. This process should meaningfully connect potential and new employees to Human Resources, hiring managers, Departments/Programs, and the broader College.
- Create an educational assistance program that supports broader use of the tuition reimbursement program (per System Procedure-360a). Develop a plan for utilizing the State Tuition Reimbursement Program, which allows funds to be used for a wide range of courses including those beyond the two-year degree.



the focus goal
PROCESS

As with past PPSC strategic plans, the next step in implementing the plan is to establish focus goals. The President will convene a working group dedicated to determining the focus goals for each year. That working group will be charged with:

- Revising and refining the goals of the strategic plan, as necessary.
- Assessing changes in the regional and larger higher education and economic landscape.
- Selecting the focus goals for each year.
- Determining the key metrics of success for those focus goals.
- Creating and coordinating with small working groups designed to implement each year's focus goals.
- Reporting back to the Leadership Team and the broader Pikes Peak community on the success of the focus goals.





appendices



APPENDIX A: THE STRATEGIC PLANNING PROCESS

Dr. Bolton offered the following charge for the strategic plan:

We stand on the foundation of a 55-year-old institution that has served our region since soldiers returned from Viet Nam. At the Centennial Campus, we stand on land donated by the U.S. Department of Defense to build this College, land taken from the Ute, Cheyenne, and Arapaho peoples only a century before. We stand on the achievements, hard work, traditions, and failures of the students, faculty, and staff who have come before us, and we ask, what shall we create?

Our past, our physical resources, and our human resources act as both springboard and anchor to our visioning. We can think expansively because we are a large college serving a rapidly growing urban area with many resources available. But we also must be realistic about the boundaries of our service area, the physical facilities we possess, and the resources we have. Given our springboard and our anchors, what then shall we create?

We will create an institution relentlessly focused on student success, adapting nimbly to student, employee, and workforce needs.

Pikes Peak is and will continue to be an institution that is:

- Accessible
- Affordable
- Agile
- Equitable and inclusive
- Growing
- High-tech
- Responsive to regional workforce needs
- Responsive to community demand
- A gateway to middle class and better wages where poverty cycles end
- Committed to broad and excellent educational programs



The Core Strategy Team (CST) consisted of 19 faculty and staff from across the College, and was coordinated by Jim Mancall, Pikes Peak Chief of Staff, and Tamara Moore, CEO of Relevel, LLC. This team led the strategic planning process through the 2021–22 academic year. The full list of Core Strategy Team members can be found at the end of this appendix.

As they worked, the CST were mindful of the College’s vision, mission and values statement, and decided not to alter those. The CST also kept in mind common pitfalls of strategic planning in higher education:

- Plans can attempt to be all things to all people, and without making strategic and deliberate choices, end up creating unrealistic or untenable expectations.
- Plans can be so broad or lofty that the plans are admirable and inspirational, but do not provide goals that are measurable or concrete.

To avoid these stumbling blocks, the CST focused on PPSC’s unique strengths and challenges, and made intentional and measurable choices.

The Core Strategy team divided into several smaller working groups. Each group defined several preliminary strategic questions and priority areas:

- Academics
- Assessment/Data/Administrative Processes
- Employee Environment
- Enrollment
- Equity and Inclusion
- Students



In parallel with that work, the larger team conducted listening sessions with faculty, staff and students throughout the College. At each session, the team asked five primary questions:

1. What is going right? What is working well at PPSC?
2. What isn’t working well? What needs to be improved?
3. What is confusing?
4. What is missing?
5. What patterns or trends are or will impact our work at PPSC?

Listening sessions were conducted both in person and online. Some listening sessions were open, and some were focused on individual departments or groups. Those groups ranged from the Faculty Senate to the Student Government Association (SGA) to our external partners, such as area high schools, the College Advisory Council and the Foundation Board. All in all, the team conducted over 25 listening sessions, and over 300 PPSC community members participated.

Concurrent with the listening sessions, the CST distributed an online survey to the entire PPSC community. The survey mirrored the listening session questions, and generated over 350 responses from faculty, staff, and students.

With particular help from Patricia Diawara, Executive Director of Institutional Research, and Professor Deb Licht, the CST then collated the responses from the listening sessions and the survey, and from that data, developed the four strategic priorities presented in this plan.

A draft of the plan was distributed to the Pikes Peak Community in Fall 2022. Additional listening sessions were conducted with faculty, instructors, staff and students, and this final draft incorporates feedback from those listening sessions.

Members of the Core Strategy Team

Cristal Breitbeil (Accounting)

Fran Hetrick (CHTS)

Deidre Schoolcraft (Faculty Senate)

Kristy Callihan (Communication)

Kevin Hudgens (Enrollment)

Alberto Teixeira (Budget/Finance)

Kristina Charfauros (Student Life)

Rob Hudson (BPSS)

Krista Wallace (Advising)

Herman Crawford (Hospitality)

Kris Johnson (NPS)

Jason Dias (Psychology)

Tom Lovell (English)

Patricia Diawara (IE)

Jim Mancall (President's Office)

Warren Epstein (Communications)

Evy McUmbur (Chemistry)

Erica Fuller (Enrollment)

Tamara Moore (Consultant)

Tiko Hardy (Equity & Inclusion)

Nichole Moore (Nursing)

APPENDIX B: DESTINATION 2022 CLOSING REPORT

In September 2016, the College began the process of drafting Destination 2022, the strategic plan for the 2017–2022 period. Once Destination 2022 was implemented, the College made progress on several focus goals, but the COVID-19 pandemic disrupted those gains, as it did for many higher-education institutions. Details on that plan and the closing report for Destination 2022 can be found on the Strategic Planning web page.



Scan to visit the Strategic Planning web page





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