Arapahoe Community College
Strategic Goals 2002-2006
(FY2003 Revision)

Goal Number One – Manage Growth By Increasing Efficiency and Revenue Generation

Strategic Issue
Resources include the human, fiscal, technological, and capital assets that enable the College to achieve its vision, mission and goals. In the State of Colorado, public colleges obtain the majority of their operating funds from student tuition and a “subsidy” from the state based on annual resident student full-time equivalent (RSFTE). Given the current economic climate, i.e., Tabor Amendment, growing enrollments and the State budget cuts in higher education, the College must maximize the use of existing resources and find ways to increase its revenue base while implementing creative solutions. Communicating the economic added value of the College to the business community will increase opportunities for partnerships that will also add to the College’s revenue.

Strategic Goal
Over the next five years we will increase resident student FTE by ten percent from reported Fiscal year 2000 number (approximately 382 FTE). This will be accomplished by enhancing our recruitment and retention efforts as well as developing new instructional programs and realigning existing programs to meet changing student and community needs. The College will seek to enhance existing partnerships and build new ones with the local business community. We will streamline our operations to achieve cost-savings. We will seek funds for capital construction and technology infrastructure funds.

Goal Number Two – Increase Marketing, Recruitment and Retention Effectiveness

Strategic Issue
The broad set of activities under this goal involves everything from understanding why students fail to the use of promotional strategies for recruitment. The issues are: (1) How do we meet the needs of students, employers, and citizens in our service area along with effectively recruiting, promoting, and retaining students?, and (2) How do we ensure the commitment of faculty and staff to make these activities part of our learning-centered climate?

Strategic Goal
Campus-wide activities will focus on actively guiding and supporting students toward their educational goals. To achieve this goal we will actively research and pursue new and changing markets by developing and supporting comprehensive recruitment, retention, and marketing activities that support initiatives to build student enrollment.
The college acknowledges the value of alumni support and will seek to maximize alumni support of the institution.

**Goal Number Three – Update and Expand the Appropriate Use of Technology Across the Institution**

**Strategic Issue**
To remain competitive, the College must keep pace with the technology levels expected by students, employers, and citizens in our service area. This includes not only the use of computer technology and connectivity for student support services and learning but also the latest classroom and laboratory equipment along with the training necessary to perform our daily tasks. The maintenance and expansion of appropriate technologies will provide assurance to the business community of the currency of our graduates’ technology training. Funding for technology is an ongoing process. Funding mechanisms must be developed to replace outdated technologies while ensuring dynamic growth.

**Strategic Goal**
Over the next five years we will build and implement a system to monitor technology trends. We will encourage areas of innovation within the College that are part of a comprehensive technology planning process. We will increase the number of courses that are offered in alternative delivery formats by ten percent a year until fifty percent of such courses are available to students. No less than fifty percent of our classrooms will be equipped with “smart” technology to enhance teaching and student learning. Students will have access to student support services through appropriate technology. In addition, we will provide on-going professional development opportunities to faculty and staff.

**Goal Number Four – Engage in Activities That Are Innovative and Learning-Centered**

**Strategic Issue**
At the heart of the College’s vision is a value of quality and commitment to student success. To be an educational leader for the twenty-first century, the College will embrace innovation and a learning-centered philosophy. Our commitment to the assessment of student learning outcomes will enhance our reputation within higher education and the confidence of our partners in the business community.

**Strategic Goal**
To continually check our progress, we are committed to creating programmatic and operational assessments across the institution. We will evaluate assessment results to institute quality improvements.