

















Aims Community College celebrates history, embraces future

"Our Aviation Technology

the new Aviation building,

with the full-motion flight

simulator just next door."

By Marsi Liddell

We are heading into the home stretch of our 40th anniversary year at Aims Community College. This month, we celebrated the completion of our new facilities on the Greeley campus with ribbon cuttings and open houses at both the new Aviation Building and the new Allied Health and Sciences Building. As exciting as the completion of the buildings has been, the truly important aspect of these new facilities is the availability of additional classrooms and a potential for increased enrollment capacity, along with the newest in educational technology, for vital programs that affect our students and our community.

About three years ago, Aims adopted a new branding statement, "The right choice at every programs are now located in step." We firmly believe that Aims has been just that: the right choice for over 40 years. But in this last year, while we have been celebrating our history, we have dedicated even more time and effort to assure our future and guarantee that Aims will continue to be the right choice at any time and in any place.

Starting with a single building in 1967, Aims has expanded exponentially and will continue to do so. So that Aims continues to meet the needs of our students and communities, we are working to ensure that each campus offers programs that meet the needs of the immediate community and the regional labor market. Our Greeley campus is the original home base of the college, and many programs are centered here, including a full range of academic transfer courses and also many career and technical education programs. Our Aviation Technology programs are now located in the new Aviation building, with the fullmotion flight simulator just next door. Our nine Allied Health programs including Associate Degree Nursing, Surgical Technology and Radiological Technology, are housed in the spectacular, state-of-the-art Allied Health

Beyond the main campus, Aims strives to offer programs that meet the needs of our stakeholders in each location. A recent addition to our Fort Lupton Campus is home to classrooms and lab space for both the Construction and Automotive Technology Programs.

and Sciences Building, as is the Emergency Medical Services program.

The Greeley Downtown Center was designed to serve a segment of our

student population that either had transportation constraints or needed more individualized help to succeed in entry-level college courses. Many of our English as a Second Language courses also take place at this location.

Earlier this year, Aims was pleased to announce our future expansion along the Interstate 25 corridor, with the purchase of land at the intersection of the highway and Weld County Road 44. Plans for the future West Campus are only beginning. Aims will soon be working closely with market research experts to determine our niche at that location. Through town meetings, focus groups and really listening to our students and taxpayers,

> Aims will begin to plan the environment, design the buildings, and most importantly develop the programs that will become the driving force of the new campus.

Development of the new West Campus will also allow Aims Community College to refine and re-engineer the purpose of the downtown Loveland Campus. Aims has guaranteed a presence in Loveland to city leaders, and discussions are under way to determine how Aims can best serve this community at this location. Possible foci are Visual and Performing Arts programs, to mesh

with the outstanding arts community already in place, and Workforce Development training, to help promote the economic growth of the area.

Another developing opportunity for Aims will be based on a piece of land in Windsor, near the intersection of U.S. Highway 34 and Weld County Road 17. There, adjacent to the Iron Mountain Auto Dealerships, Aims will base the Automotive Technology and Auto Body Repair departments. Collaboration with automotive professionals in the immediate vicinity will enhance the programs and facilitate employment for our graduates. Future programs at the site may include Hybrid Vehicle and Alternative Fuels Technologies.

For the past 40 years, Aims Community College has been a beacon for our students and citizens, but our future is even brighter. Through the vision of our governing board and support of community leaders, Aims is ready to maintain its place as the Right Choice—now and in the future locally and throughout the region.

Dr. Marsi Liddell is president of Aims Community College.





Dr. Marsi Liddell with the Monfort Early Childhood Education Center at Aims.



Donations to Aims support noblest of human activities

By Greg Appling

I ve begun a five-year process of making monthly gifts to Aims Community College. This is the first time I've done this much for somebody I'm not related to. Naturally, I gave it some thought before I jumped in. I have three main reasons for giving.

The most important one is that higher education is one of humanity's noblest, most revolutionary activities, and it therefore deserves my support. Through higher education, students can learn specific skills and general habits of mind and action they can use to succeed in the many different future worlds they will face.

In college, we all learn to respect a variety of opinions, to evaluate opinions critically, to base our opinions on scientifically verified facts and thoughtfully considered value

"Higher education gives individuals the chance to stretch their minds."

judgments, and to communicate our conclusions effectively. Those are behaviors that support civic involvement and good public policy, as well as cautious, skeptical consumer decisions.

We learn to appreciate and to create art of all kinds. Those are skills that refresh, calm, invigorate, excite and inspire us.

Higher education gives individuals the chance to stretch their minds. And at the far edges of higher education, we all learn things that nobody ever knew before.

I decided to give specifically to Aims because I know my gift will make a difference. My own undergraduate college is a big school with a big endowment. I love it dearly, and I've made small annual gifts to it in most years. But it has the means to do whatever it wants to do. Aims Community College, on the other hand, is not that rich. Here, I can actually make something happen that might go undone if I don't help.

My third reason for giving is more personal. I have the privilege of publicly honoring my parents with my gift. A small plaque near a comfortable learning space will signal my gratitude to my mother and my late father for their love and care. My mother's happy about it.

Greg Appling is the director of institutional research and effectiveness at Aims Community College.



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Northern Colorado BUSINESS REPORT



Aims Community College—200,000 students, and counting

Aims — the Right Choice for 40 Years

A ims Community College is a college for the community. It's a simple theme that reverberates across multiple programs and throughout campus facilities that span much of Northern Colorado.

"Our over-arching mission is to serve the educational needs of the community," said Dr. Marsi Liddell, Aims Community College president.

This community-mindedness is embedded in Aims' past, present and future, driving everything from programs to facilities to teaching styles.

In fact, it was the community that first formed Aims. Just more than 40 years ago, the summer of 1965 saw a group of citizens and representatives from Weld County school districts gather to discuss creating a junior college district. Voters approved the district in January 1967, and Aims Community College was born.

In its infancy, Aims was based in the old Lincoln Elementary School in Greeley. From that beginning, the college has seen dramatic growth. In its first year, by Sept. 27, 1967, 949 students were enrolled. May 1968, the first graduating class consisted of three students. Aims' 2006-2007 head count numbered 7,413, with a graduating class of 909.

In 40 years, Aims has served more than 200,000 students.

Students today take advantage of diverse programs. A few examples:

- At-risk high school students are getting their high school degrees at Aims.
- Four-year-college-bound students are getting a head start and a tuition break by taking their first two years of fully transferable college courses at Aims for roughly half the price of four-year-college tuition.
- Students interested in fields ranging from aviation to welding, automotive technology to nursing, fire sciences to visual arts are earning certificates and gaining entry to the work force in as little as nine to 18 months.
- The already employed and underemployed are polishing their skills through Aims' Continuing Education offerings.
- Children and senior citizens, too, find programming designed just for them at Aims, whether it's College for Kids or the Lifelong Learning Institute.

The college has grown physically, as well. From Lincoln Elementary School, Aims moved to the current campus site in 1969 on what was then the western

edge of Greeley. The campus now comprises 17 buildings on about 200 acres after the recent sale of about 11 acres. A Sunflower Market is expected to crop up there once the property is developed.

In the meantime, facilities have been popping up like sunflowers on a warm spring day.

Aims Community College campuses are currently found in downtown Loveland and Fort Lupton, as well as Greeley.

A new 12,000-square-foot facility in Fort Lupton houses the Construction and Automotive Technology programs there.

The Greeley campus is celebrating completion of two new buildings: a 68,000-square-

Aims Community College president Dr. Marsi Liddell says Aims works hard to meet the needs of industry and the community overall.

foot Allied Health Building and a new Aviation Building. Downtown Greeley has a small campus, as well. Just a year old, the Aims Downtown Center offers wide-ranging programming, from GED testing to computer labs to English as a Second Language courses.

Windsor, meanwhile, will welcome a 25,000-square-foot automotive-training facility by January 2009. Berthoud will be home to a new, 30-acre Aims campus within the next two to three years.

Within its mission to serve community needs, Aims is striving to be at once comprehensive and focused, Liddell



The Aims Fort Lupton campus today.

said. "In each of the communities that we serve, we prefer to be a comprehensive community college." That is, she explained, an institution that can meet its constituents' needs whether they are students just starting out, workers seeking to enhance skills or make a career change, or senior citizens pursuing lifelong learning.

"However," Liddell added, "it is also our vision that by design we will have special niches related to the labor market."

Healthcare, automotive technology and aviation are some of these areas. In each case, based on research and feedback, Aims is seeking to fill existing and potential gaps in the labor market by providing training. Along the way, the college is growing facilities that will enhance that training and position Aims to meet demands in these and other industries into the future.

The new Allied Health Building offers a gleaming example. It started, in a sense, with conversations between

Liddell and area healthcare leaders about five years ago. She asked them about their workforce needs in the next 10 to 20 years.

Liddell

recalled the answer. "They said, 'We need people. We need nurses. We need technicians. Now."

Aims' response serves as a strong illustration of its commitment to the community, Liddell said. "We started immediately. We now have nine Allied Health programs and a couple more on the drawing board."

Add to that a new state-of-the art training facility, and Aims is positioned to provide training in these nine disciplines in a very efficient way, said Donna Souther, executive dean and

chief academic officer. The new building eliminates the inefficiencies of having students, instructors and equipment scattered among four or five buildings. Bringing everything under one roof reduces the wear and tear on equipment and increases operational efficiency and Aims' ability to expand programs, Souther said.

Aims' Aviation program is another example. Starting with just one ground school, the

40-year-old program has grown along with the community and industry needs, said Gina West, aviation program chair, and 23-year veteran of the Aviation program at Aims. Today, Aims offers three options: a five-semester professional-pilot program; a general-aviation program and the newest, a helicopter-training program. Aims is studying the possibility of offering airtraffic-controller training in the future.

Demand for employees in the aviation field extends beyond the community to around the world, West said. "There are such massive shortages now, worldwide, of airline pilots, crop dusters, helicopter pilots; pilots of any and all description and not just pilots, mechanics, flight dispatchers and air traffic controllers."

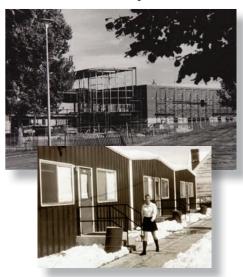
Having the new Aviation Building on Aims' Greeley campus has ratcheted up the excitement level in her program, West said. Located adjacent to an existing flight simulator used by several regional airlines to help train pilots, the building allows students to interact with people already employed in the field. "Now, they are literally rubbing shoulders with pilots all the time."

If the internal result of Aims' community driven vision is programs tailored to community demand, the external result is a powerful economic force.

On a neighborhood level, Aims campuses tend to stimulate development, as businesses locate nearby to provide services to the students, faculty and vendors who frequent the campuses. On a broader level, business and industry are attracted to the trained workforce, as well as the potential for specifically designed workforce training.

Just ask Berthoud mayor Milan Karspeck. As Berthoud looks ahead to welcoming a full-service Aims campus at its eastern gates within the next few years, Karspeck predicts an eye-catching facility that will be visible from the interstate. The community college will likely serve as a magnet for economic development, he said.

It will also lend a hand in building what he calls a sustainable future, where Berthoud residents don't need to leave town for everything. With Aims come "more of the things that people in Berthoud need," Karspeck noted.



Nostalgic photos of Aims Community College

November 2007 5



Aims Addresses Needs of Health-Care Sector

Aims — the Right Choice for Health Care

ims Community College president Marsi Liddell uses two words to sum up the new 68,000-square-foot Allied Health and Sciences building: "It's phenomenal." Designed and built with the actual programs it houses in mind, the new building brings together the instructors and equipment needed for the nine Allied Health programs that Aims currently offers.

Bringing Aims' mission to meet community needs to life, architects and designers talked to Allied Health instructors to understand the needs in the healthcare workforce, how instructors were teaching to meet those needs and also what the needs might be into the future.

As a result, Liddell said, "The building is like a mini hospital." Classroom spaces can be configured to emulate the back of an ambulance, an operating theater, the scene of an emergency.

There's an emergency room, a hospital wing, a surgical suite and X-ray lab. These are all live labs, Liddell explained, designed to resemble actual healthcare settings. Robotic simulators bring the instruction even closer to life. The robots—in male, female, young child and infant versions— can be programmed to simulate trauma, heart attack, stroke. "It's fantastic," Liddell observed.

Phenomenal, fantastic and necessary as Northern Colorado and the rest of the country face critical shortages of trained healthcare workers.

Five years ago, when Liddell came to Aims, the community college had one healthcare offering: its highly regarded radiological technology program.

"That was really the only health program that we had," she said. While other training programs existed in the community, the need continued to grow.

"It was, to me, an obvious gap in what was going on in the labor market," Liddell said. Officials in the healthcare industry locally confirmed what she saw.

So Aims set about building a program to train workers to fill that gap. Since that time, Aims' Allied Health programming has nearly tripled in size and scope, Liddell said. Allied Health and Science programs at Aims now include: nursing, certified nurse aide, surgical technology, radiological technology, emergency medical services, medical assisting, chemistry, biology, physics, anatomy and physiology.

The state-of-the-art simulators in place in the new Allied Health and Sciences building will help to reduce the amount of clinical time and clinical rotations students must have to graduate, said Donna Souther, executive dean and chief academic officer. Finding enough clinical sites is among the biggest challenges that healthcare programs face.

Competition for these slots is stiff, and

the professionals necessary to staff them can be difficult to find and their salaries tough to afford.

"Students have to go into the hospitals, they have to work in ambulance centers, surgical centers, even fire departments," Souther said.

Finding these settings for more than 200 nurse-aide students, 60 nursing students, 12 to 15 surgical techs, 50 radiological techs and eight to 10 studying nuclear medicine students is a complex and ongoing task —so much so that Aims hires a full-time clinical site coordinator who establishes and coordinates these sites. Aims has more than 70 clinical site locations.

Aims is working with area healthcare facilities to build community partnerships, where trained professional staff can be shared between the institutions. A hospital, for instance, might pay the full-time, market-rate nursing salary but allows the nurse to work part-time with Aims, developing curriculum, teaching students or staffing a clinical rotation. With more than 80 percent of Aims-trained healthcare graduates staying in the community, there are benefits for both sides of the partnership.

Having those partnerships is increasingly critical to meeting the labor demand, Souther said. "We have a lot to thank our partners for."



Allied Health students get hands-on experience



EMT students train in a mock disaster drill.



Congratulations Aims Community College on your 40th Anniversary

North Colorado Medical Center is proud to be a partner with Aims Community College in the education and training of medical professionals. North Colorado Medical Center is also proud to have achieved MagnetTM recognition status from the American Nurses Credentialing Center. Receiving this distinction for providing the highest quality of nursing practice and patient care is a rare honor. Less than 250 hospitals nationwide have received this status. We're pleased to recognize all of the people who made this happen. But we'd like to especially recognize the dedicated and



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Aims bridges gap for high school students

Aims — the Right Choice for High Schoolers

or young people who don't complete high school, making the transition into a fulfilling work life can feel like trying to traverse a bottomless cavern.

Aims Community College is building a bridge for these students with its High School Diploma program in cooperation with Weld and Larimer counties. Essentially an alternative high school, the program is helping students surmount a variety of challenges— poverty, teen pregnancy, family dysfunction— and attain their high school diplomas, said Marsha Harmon, Aims High School Diploma coordinator.

The college contracts with 14 different school districts, pulling at-risk high school students to one of four locations. The diploma program is offered in Loveland, Longmont, Fort Lupton and Greeley.

"There are a multitude of reasons why they come," Harmon explained. "It could be problems at home. It could be students with small children at home. It could be students who are short credits toward graduation, or students who have to work to help support their families."

Harmon said demand for the program is growing, as families and kids face increasing pressures. "There are more families where both parents are working or single parent families," she said.

For some, gangs and drug use provide distractions that prevent them from focusing on healthy goals. For others, class sizes in traditional high schools present obstacles. Students may be at-risk because their learning styles are different, Harmon said. For these students, large groups and lecture-style delivery of information aren't a good fit.

Aims has designed its program to help these young people find success. In part, that means looking at the problem in a new way. Schedule flexibility, for example, is frequently important for the students involved.

Aims High School Diploma sites are open Monday through Friday from 7 a.m. to 4:30 p.m. "Students are required to attend a certain number of hours, but there's flexibility within that," Harmon said.

A student may come at 7:30 a.m., work on schoolwork until 9:30 a.m., go to a job from 10 a.m. to 3 p.m. and then return. "There's a lot of flexibility with the schedules," Harmon said, allowing students to meet work and family obligations as well as attend high school.

The certified teachers who staff the High School Diploma sites deliver the curriculum in small groups or one-on-one. Teachers function more as facilitators, Harmon said, sharing their knowledge and learning together with students, rather than standing in front of them delivering lectures.

> "Aims is also reaching out to high school students who remain in the traditional school setting by helping them broaden their perspectives on life after high school."

"There is always someone there to help, to say 'Do you understand this? Let's review.' That takes a special type of teacher."

Harmon said it's difficult to gauge an actual completion rate because students start at all different phases and enrollment is fluid. She estimated that 75 percent to 80 percent of students enrolled in the program are awarded high school diplomas.

Since August 1998, when the High School Diploma program began, Aims has graduated approximately 2,000 high school students.

Aims is also reaching out to high school students who remain in the traditional school setting by helping them broaden their perspectives on life after high school.

In September, Aims and Greeley's Northridge High School launched a pilot program to help students gauge their college readiness. About 200 Northridge juniors took English, math and reading college-placement exams. They then attended a career fair featuring Aims Career and Technical Education programs.

"By testing the students early, it will allow them to understand where they stand in their academic progress and their preparedness for college-level courses," said Aims dean for student services Patricia Matijevic.



Northridge High School Career Fair.



Community feedback builds Aims Continuing Education

"What we've noticed and

what we've heard is that

people in this age group

like to have classes with

each other," Kahla said.

Aims — the Right Choice for the Community

aybe you're not looking for high school or college credit. Perhaps you're not interested in changing careers or moving up the ladder. Maybe you just want to learn to play a little golf, polish your English speaking skills (or Spanish, or Chinese) or try your hand at oil painting.

Whether you're 6 or 60, Aims Continuing Education Division offers wide-ranging courses designed with varied backgrounds and needs in mind. The courses are frequently designed from community feedback.

"Each class that we offer includes a survey to gather feedback," said Aims Dean of Continuing Education Steven Kahla.

That approach embodies the community-college mission to serve community needs, Kahla said. "We are the community's college. Continuing education is the way we reach out to every person in the community."

Take Aims' new Lifelong Learning Institute, for example. The institute, offering courses specifically designed for baby-boomers and active seniors, grew out of input from the community, as well as current and prospective students.

"What we've noticed and what we've heard is that people in this age group like to have classes with each other," Kahla said. They don't necessarily want to take a golf class with 25-year-olds. At the same time, this is a very active group, Kahla said, and one the college wanted to be certain it was engaging.

"These people are still very much on a learning drive, and have not retired in the traditional sense. They want something that is nonacademic but still challenging," he added.

As a result, the Lifelong Learning Institute is building courses such as a "How to Make Sushi" class that includes information on the health benefits of eating fish and choosing the right fish. There's a

golf class and even a trip to China.

The first series of Lifelong Learning Institute classes will begin in spring 2008.

Aims offers another tailor-made course for learners, these at the other end of the age spectrum.

The long-popular College for Kids program takes place in the summer and is geared to first- through eighth-graders, said Marsha Harmon, Aims College for Kids coordinator.

The summertime programs range from one day to two weeks in length and mix academic and recreational classes. All offer kids a taste of life on a college campus, Harmon said.

"It's a way of showing students a little introduction: 'Here's a college campus, you're going to be walking around with college students, and maybe one day you'll come here. And just like college students

here, you'll take academic subjects as well as other fun things like art and music," she said.

College for Kids has been offered for 27 years, and "alumni" have returned to attend Aims as college students. "We're even to the point where some of the parents will say they remember coming out and doing College for Kids, and now their own children are involved."

Teachers on summer break typically staff College for Kids, leading classes in topics they come up with. Sessions are generally offered in June and July. 5





 $Continuing\ Education\ students\ take\ advantage\ of\ the\ cutting-edge\ \ resources\ in\ the\ Advanced\ Technology\ Center.$



Aims offers variety of programs tailored to business

Aims — the Right Choice for Business

"Often people are limited in

work because they lack formal

training," said Karen Sell,

associate dean, Fort Lupton.

how far they can advance at

A ngie Noe earned a Marketing Management degree from Aims Community College back in 1994, and she's been using the knowledge she gained ever since.

Today, Noe is busy launching a new business in Greeley. Her Red Roaster coffee house at 4689 W. 20th St. offers fresh-roasted coffee beans, along with coffee drinks, a breakfast and lunch menu, even gelato. With an eye to current consumer desires, "Everything is scratch, nothing is preprocessed," Noe noted.

She ran two other companies before starting Red Roaster, and her Aims training remains relevant, Noe said. "Understanding how people buy things, why people buy things, that you need to get your name out there at least seven times; those are all things that you learn in the classroom," she said.

With hands-on projects and discussions with teachers and other students to cement classroom learning, the experience that Noe acquired at Aims has helped. Looking back, she

sums it up: "Aims is very valuable."

Aims offers a variety of courses, seminars and certificates geared to the business world. Entrepreneurs such as Noe can choose from an array of possibilities ranging from two-year certificates in business-related disciplines to Aims' new Accelerated Business Man-

agement certificate. Businesses with training needs can find customtailored programs

at Aims. "We will design a curriculum or tweak an existing curriculum to make sure they get what they need," said Steven Kahla, dean of Aims Continuing Education Division.

Kahla sees increasing demand for such programs as businesses face doing more with less. "Companies have fewer employees, and those people need to know how to do more," he said.

The training possibilities are

broad and depend on corporate needs, Kahla said. "We've trained thousands of people over the last 10 years."

Workers who want to polish their skills to move up or move on find a new opportunity at Aims. An Accelerated Business Management certificate offered for the first time this fall is de-

signed for busy adults. "Often

people are limited in how far they can advance at work

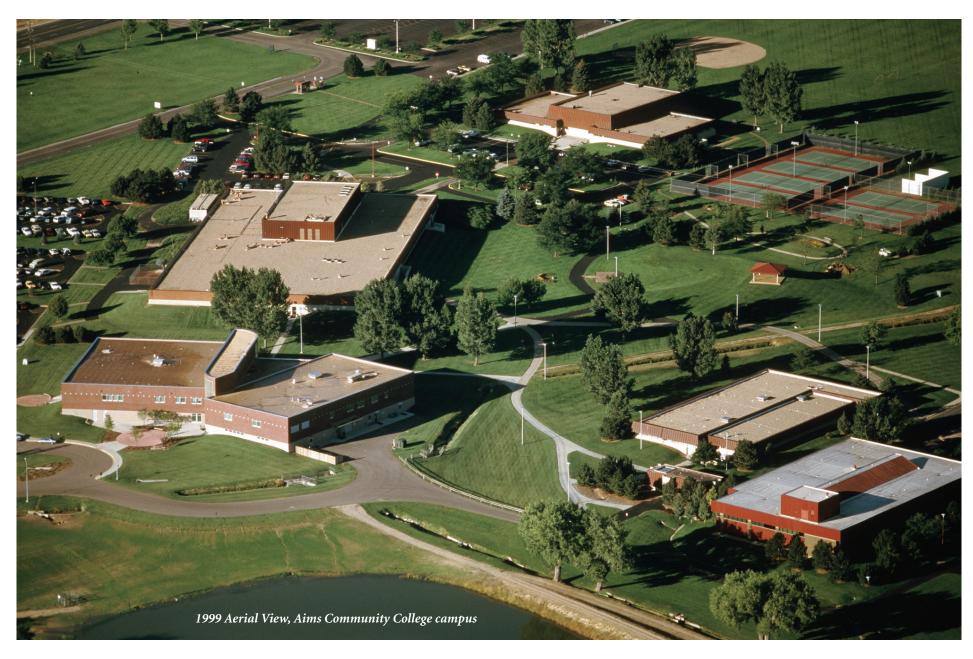
because they lack formal training," said Karen Sell, associate dean, Fort Lupton. "Some cannot imagine going back to school or cannot commit to the time requirements."

Meanwhile, she notes, "Supervisors also report that employees sometimes lack the soft skills they need to do a better job." The new accelerated format for the Business Management program should provide a solution to both sets

of issues.

Classes are offered at an accelerated pace that requires just seven weeks to complete each class, with attendance only one evening per week. An online component can include quizzes, discussions or research. Students can complete two classes per semester, with a couple of weeks break between each class.

"We're trying to meet the needs of busy, working adults who often are already doing these tasks but never acquired a certificate or degree," Sell said. Aims' implementation of Work Keys, a testing product designed to show workplace readiness, is another way the community college is serving the business community. The test shows proficiency in areas such as math, business writing and career readiness. "It is geared toward people entering the work force," Kahla said. At the same time, a Work Keys certificate serves as reassurance to employers that prospective employees have the skills they need.



Hi Country VoIP Enables the Avaya Definity phone systems for Aims Community College

ARVADA - Hi Country Wire and Telephone has completed a project to VoIP (voice over internet protocol) enable the Avaya Definity PBX for Aims Community College in Greeley, CO. This solution will enable the college to move beyond the capabilities of the legacy PBX it has depended on for inbound and outbound phone service and extension to extension calls between its primary locations. The new IP solution allows for VoIP voice traffic between the main Greeley campus and the downtown Greeley annex, as well as the newly opened Ft Lupton Construction and Automotive Technology facility. This solution provides the users at these sites the ability to have Direct Inward Dial (DID) telephone numbers and voice mail boxes off of the PBX at the main campus.

"We were looking for a solution that would provide our smaller remote sites with the same features and functionality that the users at our larger sites currently enjoy", states Deb Martinez, Enterprise Telephony coordinator for Aims College. "IP enabling the current PBX was a cost effective way of leveraging the benefits of VoIP technology without the expense of replacing the system. We were able to protect the college's investment in their current Avaya PBX", says Hi Country account executive, Rob Frank.

Hi Country Wire and Telephone is a supplier



Greeley Campus



Fort Lupton Campus

of business phone systems, phone service, voice mail, and internet access. Hi Country, owned by Robert Whitfield Sr., is currently servicing higher educational institutions and k-12 school disctricts, federal and local government agencies along with government contractors and businesses of all sizes. More information on Hi Country Wire and Telephone can be obtained at www.hcwt.com . More about Aims Community College can be obtained at www.aims.edu.

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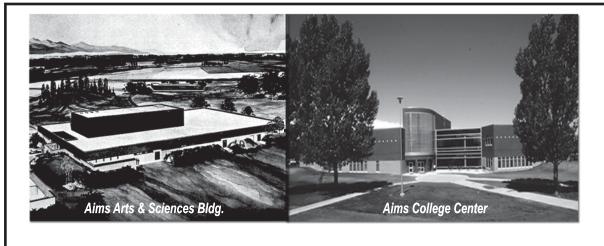












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the Aims Community College Foundation has secured over 75 percent of the \$4 million "Building for Tomorrow Today" campaign goal. The money that is raised provides state-of-theart equipment and technology for the Allied Health and Science, Aviation and Ed Beaty buildings.

The following individuals, corporations and foundations have stepped forward as leaders in their support and committment to improving higher education opportunities in our community. Leadership gifts of more than \$5,000 and major gifts of \$10,000 and more have been provided by:

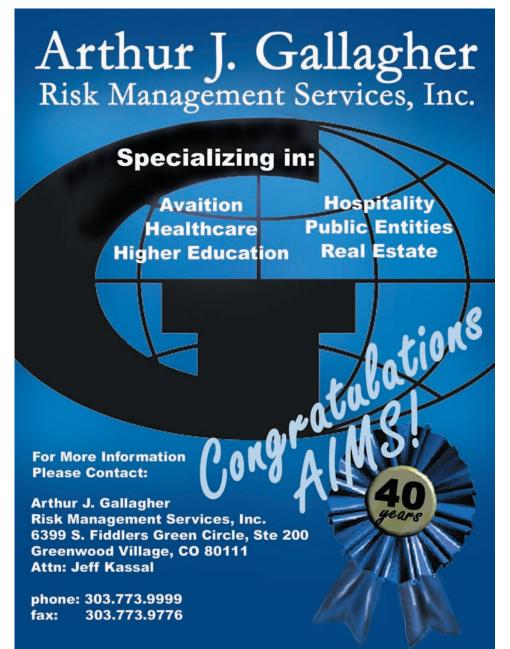
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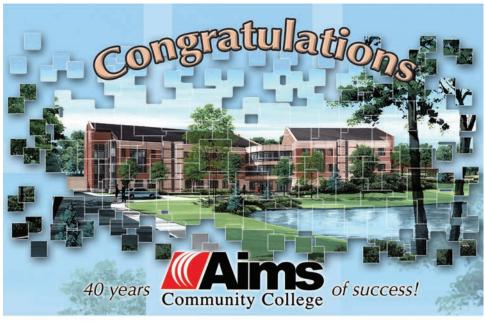
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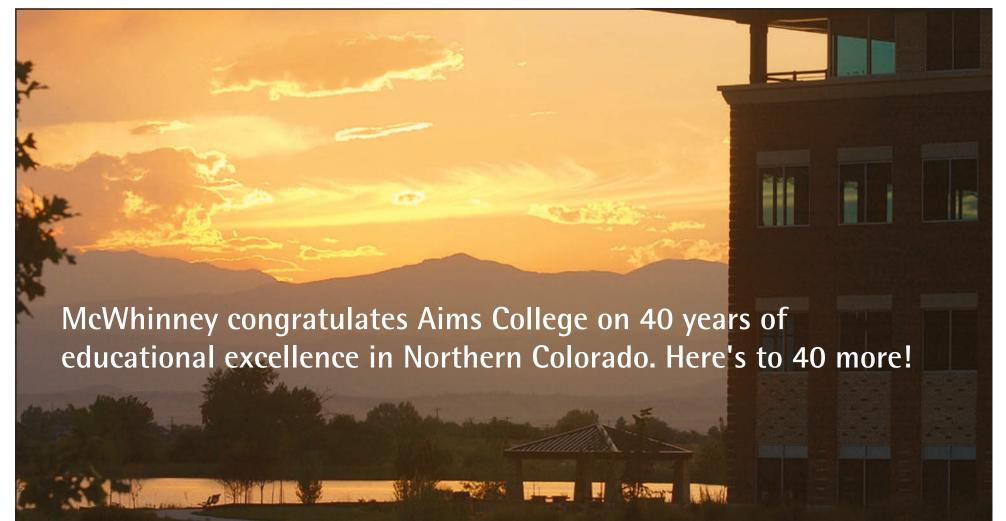


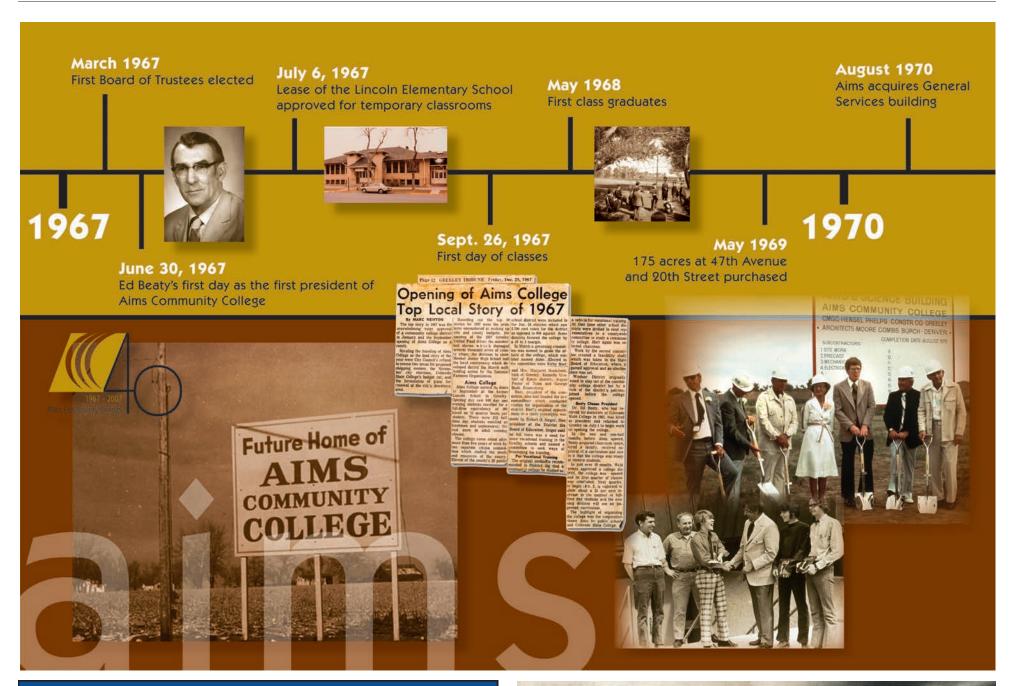








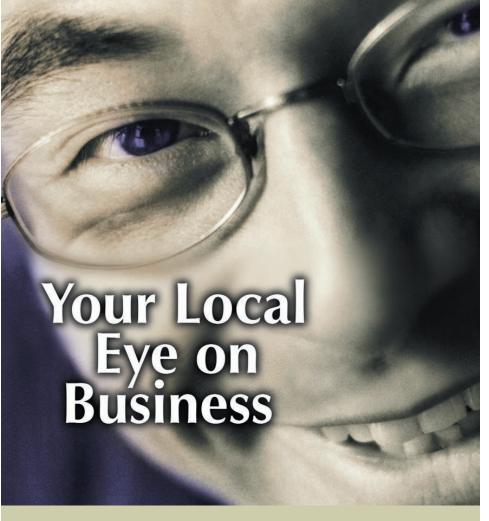






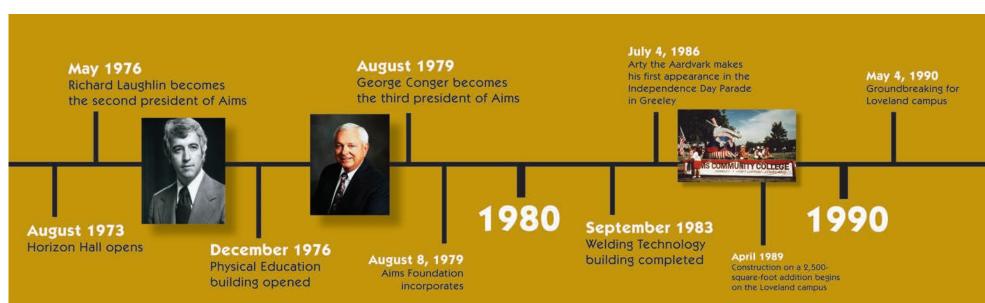




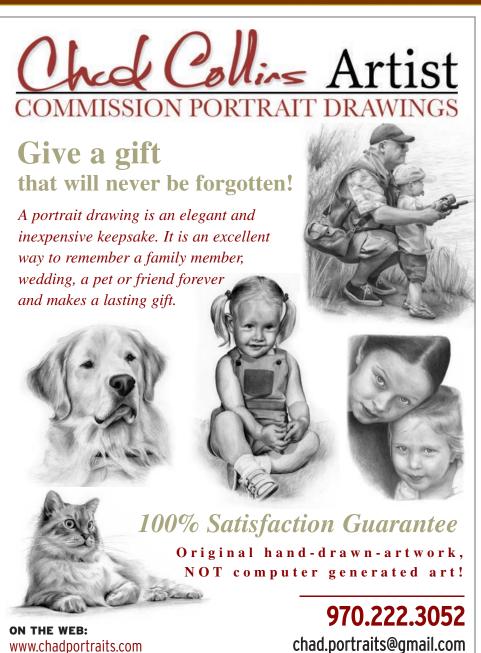


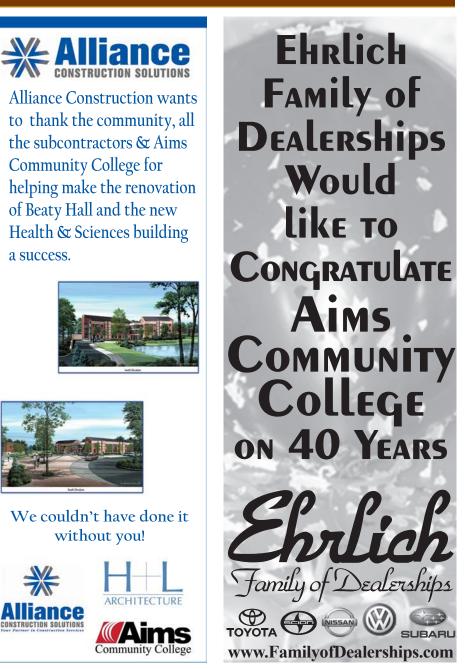
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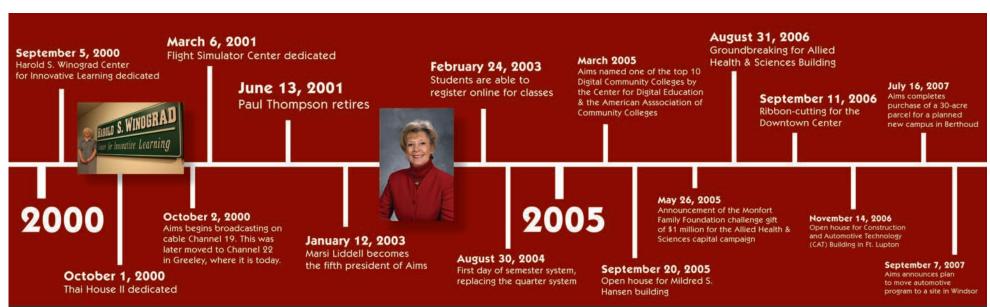
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