

Pima Community College:
Response to the Institutional Actions Council
Hearing Committee January 13, 2015 Report



Please accept this document summarizing the work that Pima Community College has done since submitting its institutional response to the site visit report on January 8, 2015, as PCC's response to the report submitted by the Institutional Actions Council (IAC) hearing committee. The hearing was held in Chicago, Illinois on January 13, 2015 as part of the process associated with the probation sanction. The College agrees with the recommendation made by the IAC hearing committee to place the College on Notice with a focused visit to occur no later than October 31, 2016. We also agree that we have fully met the additional four core components listed in the report. We appreciated the collegial discussion that took place during the hearing and are looking forward to the recommendation that we will be receiving from the Higher Learning Commission Board of Trustees.

Criterion One. Mission

Comprehensive Review of the College's Mission

The College has continued presenting its proposed mission fulfillment framework to both its internal and external constituencies and seeking their input on a variety of topics including student access and success, partnerships with both other educational institutions and industry, the College's program and course offerings, and diversity. In addition to these standing items, the College's constituencies have also been provided opportunities to bring forward other topics they would like to discuss in a number of venues.

- On January 26, 2015 PCC held its first mission fulfillment session with community members and held additional sessions on February 2 and 3, 2015 at different locations across Tucson. Over [45 community members and employees](#) participated.
- During the week of January 26, 2015 Planning and Institutional Research began scheduling focus groups with students. The first of these sessions was held at Desert Vista Campus on February 6, 2015.
- To ensure that industry perspectives are included in the mission fulfillment discussions, academic administrators have been asked to introduce mission fulfillment at the Occupational Advisory Board's spring meetings.

The input gained from these activities will guide the development of the mission fulfillment framework, which will be finalized in April of 2015 and presented to the community at the 2015 Futures Conference. There, participants will consider possible revisions to the College's mission documents in light of the feedback received throughout the spring.

Criterion Two. Integrity: Ethical and Responsible Conduct

Human Resources

- The firm Baker, Tilly, Virchow and Krause LLP has concluded its review of the current structure, systems use, and internal policies, procedures and practices of PCC's Human Resources department and will be sharing its findings on February third and fourth with staff

who perform HR and related functions, the Chancellor's Operational Cabinet, and the Board of Governors.

- PCC's new [Vice Chancellor for Human Resources](#), Dan Berryman, will begin working at the College on February 9, 2015.

Finance

- On February 4, 2015, the College distributed a [press release](#) regarding the Office of the Auditor General of the State of Arizona releasing audit reports on PCC's Internal Control over Financial Reporting, Single Audit, and Expenditure Limitation. These reports and other financial information are publicly accessible through the College's [financial reports](#) webpage.
- The College's fiscal year 2014 Comprehensive Annual Financial Report [presentation](#) was made to the Board of Governors at their January 14, 2015 meeting.

Accreditation

- PCC has [hired](#) Bruce Moses to serve as [Assistant Vice Chancellor for Accreditation](#). Mr. Moses will begin working for the College on March 2, 2015.

Criterion Three. Teaching and Learning: Quality, Resources, and Support.

Developmental Education

- Between February first and third, a group of PCC faculty and administrators involved in the College's redesign of its developmental education program attended the [National Summit on the Redesign of Developmental Education](#) sponsored by the American Association of Community Colleges and facilitated by national leaders in developmental education. The summit will assist the College in refining and implementing the current Developmental Education Redesign Plan.

Criterion Four. Teaching and Learning: Evaluation and Improvement

Assessment of Student Learning

- PCC held its spring semester Student Learning Outcomes (SLO) Days on January 22 and 23, 2015. Discussions focused on identifying areas and processes within academic assessment that could be improved across the College with particular emphasis placed on faculty participation, communication, and the production of consistent data/information.
- During early February, PIR will administer a SLO Climate Survey to gauge faculty perceptions of the College's assessment strengths and weaknesses and to solicit their ideas on how best to advance the College's assessment efforts.

- Beginning in February and running throughout the spring semester, PIR will offer Assessment training sessions on a variety of topics and best practices.

Criterion Five. Resources, Planning, and Institutional Effectiveness

Budget

- The Governor of Arizona released his proposed budget on January 16, 2015. The Governor has proposed that the College's operating state aid allocation drop from an expected \$6.1 million to \$3.0 million and that science, technology, engineering and math (STEM) funding be reduced from \$600,000 to \$300,000. In an [email](#) addressed to members of the College community, Chancellor Lambert described the impacts the Governor's proposed budget would likely have on PCC if it is enacted.
- The Chancellor and the Executive Vice Chancellor for Finance and Administration, have begun to visit PCC locations to make [presentations](#) about the College's fiscal year 2016 budget and finances, and to hear and respond to questions and concerns. Presentations are scheduled in the coming weeks at nine different College locations.

Board of Governors

- In November of 2014, [Mark Hanna](#) was elected to the PCC Board of Governors and [sworn into office](#) on January 14, 2015 as the District 1 representative. As reported in the Institutional Response to the Site Visit, Mr. Hanna is currently participating in an orientation that will introduce him to the College and its mission, familiarize him with its day-to-day operations, and help him understand the scope of his duties as a Board Member. To date, he has attended [two sessions](#) and will attend a third on March 3, 2015. To complement these orientations, Mr. Hanna has also begun visiting each of the College campuses to become acquainted with their leadership and get a glimpse of each one's operations.
- At its January 14, 2015 annual meeting, the Board of Governors elected Sylvia Lee, Ph.D. to serve as Board Chair.
- The Board of Governors Finance and Audit Committee (FAC) [met](#) on January 16, 2015 and recommended the appointment of a new Committee member. At its February 4th meeting, the Board will vote on the FAC's recommendation that a new Committee member be appointed and determine which Board members will serve on the FAC. The next regular FAC meeting is scheduled for March 20, 2015. The Committee has requested an additional meeting in February 2015. The Committee has also expanded its [public website](#) to include the [latest meeting agenda and meeting packets/supporting materials, presentations, and meeting minutes](#).

Institutional Climate

- The College has identified the membership for the Institutional Climate Cooperative and will extend invitations during the week of February 2nd to those who have been selected to serve.

Planning

- The Budget Sub-Committee of the Strategic Planning Committee, which will develop the criteria that will be used to ensure that projects related to the College's strategic directions are properly funded, held its first meeting on January 26, 2015 and a second meeting on February 3, 2015. The committee draws its members from faculty, exempt staff, non-exempt staff, and administrators, many of whom also serve on the Strategic Planning Committee. At its first meeting, the Committee discussed its charter and a variety of budgetary topics including budget scenario planning.
- The College continues to implement its new planning process and strengthen the links between planning and budgeting. In late January, senior administrative units reported on work done in their operational plans that supports the strategic directions they submitted . On January 21, 2015 the next level in the College's planning process, unit planning, was released. Senior administrators will work with their areas to identify three goals for each of their units upon which they will begin working in the spring. Following the new assessment model, each unit will submit a mission statement, objectives and Key Performance Indicators to the Office of Planning and Institutional Research in mid-February and will report summarize their progress in May, 2015.
- On January 22, 2015, administrators were provided [training](#) on the College's business model, specifically the profit model. This training supplemented previous training sessions held on August 1 and October 1, 2013.

Non-Academic Assessment

- In addition to its work on assessing Mission Fulfillment described above, Planning and Institutional Research is working with operational units such as the Office of Dispute Resolution, Military and Veterans Services, and the Governance Council to develop assessment plans. Meetings are also scheduled to cover the remaining units of the College that have not fully developed their specific assessment plans.
- The College has begun recruiting for the position of [Director of Assessment](#).

Pima Community College continues to progress in its effort to move off of probation and fully meet all of the Criteria for Accreditation. The College is confident that it will continue this work and appreciates the support and guidance provided by the Higher Learning Commission. As previously stated, we look forward not only to receiving the recommendation from the Higher Learning Commission Board of Trustees but to a bright future for our College.