CHANCELLOR’S GOALS 2025-26

Adapt & Advance: Together for Students

PimaCommunityCollege

CHANCELLOR'S GOAL 1:

Grow enrollment and improve student persistence.

- **Increase Fall 2025 Headcount**
  from 17,955 to 18,360 (+2.25%) by December 1, 2025.
- **Increase Spring 2026 Headcount**
  from 17,158 to 17,588 (+2.5%) by May 1, 2026.
- **Increase Summer 2026 Headcount (to be finalized in Spring 2026)**
  from 9,681 to 10,000 (+3%) by August 1, 2026.
- **Increase Fall 2024 to Fall 2025 Retention**
  from 45.5% to 47.1% by December 1, 2025.
- **Increase Fall 2025 to Spring 2026 Persistence**
  from 65.2% to 66.8% by May 1, 2026.

Rationale

Growing enrollment while ensuring students persist to completion strengthens the College and drives regional prosperity. Expanding enrollment and improving persistence are essential to Pima's mission. By increasing access to high-quality postsecondary education, we open doors to economic mobility, workforce advancement, and personal growth for more students in Southern Arizona. Equally important, we must ensure that once students choose Pima, they are supported to succeed, persisting from term to term, completing their programs, and achieving their educational and career goals. This dual focus on access and success, Pima not only transforms individual lives but also elevates the vitality and competitiveness of our entire region.

Strategic Alignment | Chancellor's Goal 1

- ✓ Input and Action Items identified by the PCC Governing Board
- ✓ Listening, Learning and Leading Report
- ✓ Strategic Plan Extension

CHANCELLOR'S GOAL 2:

Complete Phase 1 of the integrated planning process, covering 2026–2030

- » Develop targets and priorities for Phase I of the PCC Integrated Plan and any supporting documents (Educational Master Plan, Facilities Master Plan, and others) reviewed and approved by the governing board prior to June 30, 2026.
- » Finalize a detailed roadmap and timeline for Phase 2 (2030–2035) and Phase 3 (2035–2040) to guide subsequent planning efforts and submit to the Governing Board for approval.

Rationale

An integrated plan is the College's blueprint for building a thriving future in an increasingly complex and rapidly changing environment. By aligning our strategic, enrollment, education, facilities, and IT master plans, we ensure that our decisions, investments, and initiatives connect seamlessly to a shared vision for the 2040 horizon. The integrated planning process provides a unified framework that is grounded in data, informed by community and workforce needs, and designed to maximize our resources and impact. This foundation positions Pima to anticipate change, lead with purpose, and deliver on the promise of meeting our community's needs now and for decades to come.

Strategic Alignment | Chancellor's Goal 2

- [x] Input and Action Items identified by the PCC Governing Board
- [x] Listening, Learning and Leading Report
- [ ] Strategic Plan Extension

CHANCELLOR’S GOAL 3:

Implement college-wide emergency preparedness training and update emergency operations and response plans and other appropriate safety planning.

- College emergency preparedness and response plans reviewed, revised and presented to the Governing Board by June 30, 2026.
- Table-top exercise completed by June 30, 2026.
- Set the baseline for emergency preparedness professional development participation.

Rationale

The safety and well-being of our students, faculty, and staff is a foundational obligation that enables everything else we do. A college cannot fulfill its mission if its community does not feel secure. As open and accessible spaces, college campuses face a unique range of safety challenges from medical emergencies and cybersecurity incidents to active threats and facility hazards. Preparedness reduces risk, minimizes disruption, and can save lives. By implementing college-wide emergency preparedness training and updating our Emergency Operations Plan (EOP) and Emergency Response Plan (ERP), our aim is for every campus to be equipped to respond effectively and consistently in a crisis. Working closely with the PCC Police Department, Academic Affairs, Student Experience, and Campus Operations, we will make public safety a visible, tangible priority this year, starting to build a culture where preparedness is embedded in our daily practices and decision-making.

Strategic Alignment | Chancellor’s Goal 3

- ☑ Input and Action Items identified by the PCC Governing Board
- ☑ Listening, Learning and Leading Report
- ○ Strategic Plan Extension

CHANCELLOR'S GOAL 4:

Finalize and prepare for Fall 2026 launch of a new, college-wide First Year Experience (FYE) that unifies onboarding, orientation, and student success supports across credit and non-credit programs by June 30, 2026.

- Design and validate a "No Wrong Door" intake model that integrates credit, non-credit, and ABECC onboarding processes.
- Implement a redesigned, mandatory new student orientation that integrates career exploration and educational planning to strengthen the first-year experience.
- Finalize curriculum, training, and implementation plan for a required student success course (to include: STU100, STU106, STU107, HRP100, HON101) for all first-time-in-college (FTIC) students in all pathways and those transitioning from dual enrollment, non-credit, and ABECC, within the first 12 attempted credits, or by the second semester, for the Fall 2026 launch.

Rationale

The first year of college is critical for persistence and completion. Research and Pima's own data show structured onboarding, planning, and success courses dramatically improve outcomes. Students completing success courses persist at a higher rate. A unified FYE will ensure every new student receives the same strong foundation for success.

Strategic Alignment | Chancellor's Goal 4

- ✓ Input and Action Items identified by the PCC Governing Board
- ✓ Listening, Learning and Leading Report
- ✓ Strategic Plan Extension

CHANCELLOR'S GOAL 5:

Safeguard the College's core mission and ensure organizational viability by recalibrating resources and reducing expenses to align with operational and institutional priorities.

- » Achieve $4 Million in ongoing expense savings in FY26.
- » By FY26 develop a plan to work toward a 15:1 FTSE-to-staff ratio.

Rationale

Aligning staffing and expenses with priorities protects the College's financial health and ensures resources are focused on student success. The College's financial structure needs to be sustainable, with sufficient resource flexibility to invest in new initiatives and/or absorb unforeseen circumstances.

Strategic Alignment | Chancellor's Goal 5

- ☑ Input and Action Items identified by the PCC Governing Board
- ☑ Listening, Learning and Leading Report
- ○ Strategic Plan Extension

CHANCELLOR'S GOAL 6:

Design a PCC community-aligned capital investment plan through a General Obligation (GO) Bond.

» Present the investment plan to the governing board in February 2026.

Rationale

Creating a community- and business-backed investment plan will allow Pima to modernize and expand the facilities needed to prepare students for high-demand careers and fuel regional economic growth. The College has not issued General Obligation bonds in nearly 30 years, and a significant infusion of funds is essential to revitalize outdated academic and student support spaces across the district. By consolidating programs and learning spaces, Pima can achieve greater efficiency, reduce duplication, and provide students with more seamless access to services and state-of-the-art training environments. This investment will position the College to meet workforce needs, strengthen community partnerships, and ensure long-term sustainability.

Strategic Alignment | Chancellor's Goal 6

- ☑ Input and Action Items identified by the PCC Governing Board
- ☑ Listening, Learning and Leading Report
- ☐ Strategic Plan Extension

PimaCommunityCollege