Strategic Plan Extension Implementation Overview

1. Introduction

Pima Community College (PCC) adopted its 2021–25 Strategic Plan in August 2021, embedding ambitious goals to significantly increase completer count outcomes shaped through engagement with community members, faculty, staff, and students. In 2024, the plan was reviewed and extended out through 2026 to provide a transition period to the new chancellor, so that the next comprehensive planning process would start with the permanent chancellor in place to lead the process.

In the extension, the College reaffirmed its institutional targets and introduced a refreshed set of strategic priorities with renewed momentum. The Strategic Plan Extension identifies a set of targets and continuing priorities from the 2021-2025 Strategic Plan. It also identifies the following new Strategic Priorities:

1. Improve enrollment, retention, and outcomes
2. Cultivate a culture of care
3. Optimize communication for learners, employees, and the community
4. Transform PCC into a future-ready institution

This implementation document summarizes how PCC will turn strategic commitments into action, supporting transparency, accountability, and measurable progress.

2. Implementation Philosophy

Pima Community College's approach to implementation is grounded in **alignment, transparency, and accountability**, ensuring that strategic priorities move from concept to coordinated, cross-college action.

Each priority area in the Strategic Plan Extension has a designated **Implementation Lead** responsible for identifying and coordinating the actions necessary to advance the initiative. These leads work collaboratively with cross-functional teams to define actionable steps that will move the work forward.

Once actions are defined, they are:

- Integrated into **unit plans**, connecting college-wide priorities with the goals and responsibilities of individual units

- Captured in **project plans**, providing clear direction, milestones, and measures of success

- Tracked and reported on using **Smartsheet dashboards**, enabling transparent monitoring of progress at both the unit and institutional level

This cascading structure, assigning strategic plan Implementation leads, unit planning, and project planning, ensures **consistent alignment across the institution**. It also enables the College to:

- Coordinate efforts across teams and departments
- Align work with institutional goals and the Chancellor's priorities
- Provide real-time visibility into progress through public and internal dashboards

By embedding the Strategic Plan Extension into operational planning and leveraging collaborative leadership, PCC ensures that implementation is not only intentional but also measurable, adaptive, and deeply integrated into the College's day-to-day work.

3. Implementation Framework

The continuing priorities in the extension continue to be led by the teams identified previously. The four new priorities are assigned to:

1. Improve enrollment, retention, and outcomes: Provost and Executive Vice Chancellor for Academic Affairs
2. Cultivate a culture of care: Northwest Campus Vice President and Chief Culture Impact Officer
3. Optimize communication for learners, employees, and the community: Vice Chancellor of External Relations
4. Transform PCC into a future-ready institution: Vice Chancellor for Strategy, Analytics and Research

These leads were tasked with forming a cross-functional team (as needed) and answering key implementation questions, including:

- What are the major tasks?
- Who is responsible for carrying them out?
- When will the work be completed?
- What resources are needed?
- What are the key dependencies or constraints?

This information is entered into Smartsheet, allowing for centralized tracking of activity across priorities. Leads update their plans monthly, and the College maintains public-facing dashboards to support transparency and stakeholder engagement.

Once the action planning is complete, the information is shared with College leadership and distributed across units, alongside the Chancellor's and Cabinet members' annual goals. Each unit then updates its own unit plan, aligning day-to-day operations with institutional priorities and goals.

Work proceeds with:

- Ongoing support from the Office of Strategy, Analytics, and Research (StAR), including regular check-ins with leads to address barriers or coordinate support
- Monthly updates to senior leadership to monitor progress and maintain alignment across the institution

This process ensures that the strategic priorities are embedded in the College's planning and execution structures, enabling shared ownership, accountability, and coordinated action across all levels of the institution.

4. Strategic Priorities in Action

The examples below highlight selected actions currently underway to support the College's strategic priorities. For a comprehensive view of all strategies and activities, please visit the Strategic Plan Status Dashboard, available online.

Priority 1: Improve enrollment, retention, and outcomes

- Fully implement the year 1 priorities of Guided Career Pathways with fidelity.
- Finalize and commence our Digital Fluency Framework, to include AI, across the College through targeted professional development and student learning opportunities, and integrate AI and cybersecurity into all relevant programs, for implementation in the Fall of 2026.
- Launch Bachelor's in Teacher Education in 2026. Determine our next set of baccalaureate degrees aligned with workforce demand to launch in AY 2027-2028.
- Finalize plans to expand Centers of Excellence in Public Safety, STEM, Arts, and Education
- Grow FastTrack and non-credit workforce training enrollment by 15% from AY 24-25.
- Use student success data to identify instructional strategies and course-level interventions, and commence implementation of evidence-based teaching and learning competencies.

Priority 2: Cultivate a culture of care

- Review how we currently support students and make changes to better meet the needs of PCC's learners.
- Create stronger connections among students and staff through support groups, cohorts, and shared activities.
- Offer more training for staff on topics that support the College's organizational culture.
- Partner with community stakeholders to boost enrollment, progress, and student success.

- Put into action the Culture of Care plan developed from recent surveys and listening sessions to support both staff and the community.

Priority 3: Optimize communication for learners, employees, and the community

- Completed Chancellor 100 Day Listening, Learning and Leading Tour and published a report on findings and recommendations
- Drafted a report on Chancellor Goal Three - Improve Communication. The report includes findings and recommendations from working groups on student, employee, community, and faculty communication.
- Redesign of program web pages to include improved navigation, search functionality, and digital accessibility consistent with Title II requirements by Fall 2025.

Priority 4: Transform PCC into a future-ready institution

- Full review of the mission fulfillment framework.
- A comprehensive planning process led by the Strategic Planning Team.
- Oversight and coordination of possible projects for an upcoming revenue bond.
- Foresight work to assess the future of PCC.
- Extensive stakeholder engagement, including Planning Days for employees, events for students, and the annual Futures Conference events.