Findings from the Mission Fulfillment Session on October 3, 2014

On October 3, 2014 the Board of Governors, Chancellor’s Cabinet and members of the HLC Project Management team met for two hours to discuss mission fulfillment. The discussion focused on:

1. Identifying draft core themes representing priority areas for the College
2. Identifying draft objectives, which are measurable and support the corresponding core theme

This document summarizes the key findings from the session, and presents draft core themes and objectives based on the discussions. The specific input from the groups is also included for reference.

The next steps in the process are:

1. Survey of session attendees to gather input on the combined draft themes and objectives
2. Identification of possible key performance indicators for each area
3. Discussion with the Strategic Planning Committee on October 17, 2014
4. Open discussions at the campuses, District Office and Maintenance and Security to gather internal input in November, 2014
5. Discussions with the community in December 2014 to gather external input
6. Final recommendations submitted to Chancellor and Provost in January 2015

Draft Core Themes

Findings from each of the work groups on October 3, 2014 were generally consistent regarding common priority areas. The following items combine the language from the different groups and provide draft core themes for discussion with the internal and external community.

1. Access, opportunity and success
2. Quality, responsive education programs and services
3. Diversity, inclusion and globalization
4. Collaborative partnerships
5. Stewardship
Draft Objectives

Results from the work session were more varied in regards to possible objectives. The input from the groups was evaluated and combined to create 2-3 draft objectives for each draft core theme. Where appropriate, clarification notes are included. For stewardship, two examples from other colleges have been included for consideration.

1. **Access, opportunity and success**
   a. Increase student enrollment, retention, persistence and engagement (note, this will include retention from Adult Education into credit classes and developmental education into credit classes. Subpopulations to include recent high school graduates, underserved populations, international students)
   b. Increase successful outcomes for students (note, this will include graduation, transfer, industry credentials, employment)
   c. Maintain affordability relative to other educational options in Arizona

2. **Quality, responsive education programs and services**
   a. Align program offerings with transfer pathways, industry needs and nationally recognized credentials
   b. Provide student-centered support services that prioritize the needs of all students served by the College

3. **Diversity, inclusion and globalization**
   a. Increase the diversity in the student population and among employees, including administration, management and faculty
   b. Promote inclusion in our programs and services
   c. Increase the number of international students attending and their completion

4. **Collaborative partnerships**
   a. Support integrated, seamless pathways with the high schools and universities
   b. Achieve industry standard-based programs and services through responsive partnerships and shared resources, including world class advisory committees for the programs offered by the College

5. **Stewardship**
   a. Increase the economic impact of the College
   b. Align College resources with priority areas
   c. Manage and monitor financial resources
   d. Manage facilities, technologies and infrastructure
Original Core Themes from the Work Groups

Core Themes 1:

1. Access and success
2. Quality education programs and services
3. Community and global partnerships
4. Diversity and inclusion
5. Stewardship

Core Themes 2:

1. Measureable quality services and programs
2. Community engagement and involvements
3. Diversity: students and faculty/staff
4. Access, opportunity and student success
5. Partnerships/connections
6. Affordability

Core Themes 3:

1. Student access and success
2. Value added (quality) programs
3. Partnerships
4. Diversity and inclusion
5. Stewardship and institutional performance

Core themes 4:

1. Access and success
2. Student-centered focus
3. Innovation and creativity
4. Collaboration and partnership
5. Diversity and inclusion
6. Stewardship
7. Excellence

Core themes 5:

1. Collaborative partnerships
2. Accountable stewardship by all
3. Economic development through responsive programs and services
4. Access and success
5. Diversity, inclusion and engagement
6. Globalization, international (maybe linked with 5)
Original Objectives from the Work Groups Grouped by Common Theme

Related to Access and Success

Access, opportunities and student success

1. Affordability
2. Retention stats
3. Future success (post-PCC)
4. Graduation/completion
5. Transfer
6. Future earnings
7. Encourage informed choices

Student access and success

1. Like the two examples from the session
2. Success at next level in their sequence (employment, transfer)
3. Third party certificates
4. Need to measure access
5. Affordability

Access and success

1. Increase enrollment and completion of under-served populations
2. Increase enrollment and completion of recent high school graduates
3. Increase the number of students transitioning from dev ed into college-level courses

Access and Success

1. Retention
2. Access to technology
3. Serves available
4. Persistence
5. Transfer
6. Graduation
7. Dual enrollment
8. Open admissions
9. Low cost compared to state

Access and success for students

1. To increase enrollment, persistence, retention and completion for all served (targeted populations)
Access and success for employers

1. To recruit, employ and develop a diverse college workforce reflective of the community

Related to Programs

Economic development

1. To create programs that lead to jobs that pay higher than the living wage

Quality education programs and services

1. Distance education QA review
2. Program review
3. Program enrollment
4. Graduation
5. Job placement
6. Wages of graduates
7. Advisory boards
8. Default rates

Value added programs

1. Liked the two examples from the session
2. Examine relevance/economic development of all programs

Quality programs and services

1. Customer satisfaction
2. Performance goals
3. Meet/exceed benchmarks
4. Return on investment

Excellence

1. Increase the number of 21st century classrooms and facilities
2. Increase the number of employees who participate in professional development and assessments to measure these are utilized

Related to Partnerships

Collaborative partnerships

1. To achieve industry standard-based programs and services through real partnerships and shared resources (where the partners actively participate in program development)
Partnerships

1. Integrated, seamless pathways with K-16
2. Fully 2-way partnerships with business and industry
3. World class advisory committee

Community engagement

1. Participation/attendance in activities/committees
2. Partnerships
3. Informal connections
4. Volunteerism to College
5. Financial support to College
6. Student/staff community involvement

Collaboration and partnerships

1. Increase number of dual enrollment offerings
2. Increase the number of relevant workforce offerings
3. Includes the number of local, national and international partnerships

Community and global partnerships

1. Dual enrollment
2. Grants
3. K-12
4. International program
5. Equipment donations to reduce costs
6. Workforce investment act
7. Intern/university/articulation
8. Trainings customized
9. Teaching/shared resources
10. Social services
11. Health clinics

Related to Diversity and Inclusion

Diversity and Inclusion

1. Mirror community
2. Disability
3. Employment
4. Expose students to global
5. Build adjunct
Diversity and inclusion

1. Rations: staff/faculty/student/Pima County
2. Benchmarks: regional and national data
3. Outreach: activities and events data

Diversity and inclusion

1. Increase the number of international students attending and completion
2. Establish a reporting protocol on diversity of our student population and employee population
3. Increase the diversity in administration, management and faculty

Diversity, inclusion and engagement

1. Promote inclusion in our programs and services

Related to College Stewardship

Stewardship

1. Department balanced budget
2. Audits (external and internal)
3. Economic impact study
4. Where public monies are spent
5. Revenue/expenditure mix
6. Long range planning/health of college
7. Incentive program for saving money
8. Responsive to innovative ideas
9. Sustainability
10. LEED standards
11. Investing growth/develop employees
12. Facilities

Stewardship

1. Liked the two from the session
2. Return on investment
3. Ongoing assessment at all levels

Stewardship

1. Decrease number of compliance issues the college has to correct
2. Increase mechanisms to ensure compliance in every area of the college
3. Increase training in compliance areas
Accountable stewardship

1. To conduct regular, thorough external program review with consequences (to eliminate non-productive programs)
2. Create a long-term facilities master plan