Pima Community College
Chancellor's Goals, Objectives and Timelines
2014-15

Approved by the Board of Governors on September 10, 2014

Pima Community College exists to meet the needs of our students, our community and our nation. The following goals and objectives are set forth with those purposes in mind. Moreover, recommendation(s) tied to goals and objectives should be data-informed and evidence-based.

Goal 1: Engage the College community in efforts to "Reaffirm HLC accreditation and fully commit to the HLC guiding values."

Objectives:
A. Complete and submit the College Self Study no later July 31, 2014.
B. Prepare the College, its employees, students and Board for the upcoming site visit by the Higher Learning Commission (HLC) to take place between September 15-17, 2014.
C. Lead and prepare a small group of College personnel to appear before the HLC's hearing panel in December 2014.
D. Conduct a HLC debrief session with internal and external constituents as part of the College's commitment to continuous improvement no later than Fall 2014.
E. Develop accountability systems to ensure implementation of changes based on the recommendations from the HLC no later than Spring 2015.
F. Establish appropriate College infrastructure to institutionalize processes and procedures to support continued accreditation and compliance efforts no later than Spring 2015.

Goal 2: Facilitate programs and services leading to increased focus on access and student success.

Objectives:
A. Allocate appropriate resources to operationalize the initial implementation of the Student Service Redesign and the Developmental Education Redesign recommendations no later than Fall 2014.
B. Allocate appropriate resources to operationalize the initial implementation of the College Enrollment Management plan no later than Spring 2015.
C. Begin the development of a College-wide educational master plan no later than Fall 2014.
D. Establish a Dual Enrollment task force to begin work no later than Fall 2014.
E. Conduct student satisfaction surveys on an ongoing basis.
Goal 3: Increase the level of community engagement by the Board of Governors, the Chancellor and the administrative leadership team to foster partnerships and strengthen educational opportunities in response to community needs.

Objectives:
A. Host, sponsor and attend events throughout Tucson and Pima County beginning Summer 2014.
B. Introduce and arrange for the College's senior leadership team members to connect with our K-12, community based organizations, and University partners beginning Summer 2014.
C. Host a superintendent luncheon no later than Fall 2014.
D. Participate in regular meetings with UA, ASU and NAU throughout the year.
E. Host a Futures Conference follow up to include revisiting the College's vision, mission and values statements no later than Spring 2015.

Goal 4: Enhance and improve the College's engagement, alignment and responsiveness to the needs of the business community, and to economic development opportunities.

Objectives:
A. Engage the College and campus leadership to strengthen our partnerships with local chambers of commerce, TREO, SALC, the Arizona Commerce Authority, and other business-related organizations to redesign/reinvent programs and curriculum; to develop and implement customized educational and training programs; to train and educate skilled workers in the emerging sectors of aerospace, defense, biosciences, healthcare and renewable energies throughout the year.
B. Establish a Chancellor's advisory group focused on meeting the needs of business and industry in Southern Arizona no later than Spring 2015.
C. Continue to build on the relationships forged with the Workforce Investment Board, the Pima County One-Stop, the local JTED, and area school districts to strengthen and add programs responsive to the needs of employers and students throughout the year.
D. Engage the College and campus leadership to explore the modernization/upgrading of existing programs in the trade professions to meet the needs of the business community no later than Spring 2015.
Goal 5: Strengthen, enhance and increase diversity, inclusion and global education.

Objectives:
A. Evaluate and update the College's Affirmative Action plan no later than Spring 2015.
B. Develop and begin implementation of a College-wide Diversity plan no later than Spring 2015.
C. Establish a task force to develop and begin implementation of a College-wide internationalization plan no later than Spring 2015.
D. Begin the implementation of a College-wide international student recruitment plan no later than Fall 2014.

Goal 6: Strengthen, enhance and develop a culture of organizational and employee learning, accountability, compliance and professional development that supports student success, community engagement and diversity.

Objectives:
A. Engage the College and campus leadership to support the recommendation(s) of the Institutional Climate work group no later Fall 2014.
B. Develop and begin implementation of a multi-level talent development initiative to include a Leadership Academy, an administrative leadership development program and a supervisory training program no later than Spring 2015.
C. Hire new personnel for cabinet-level vacant positions no later than Spring 2015.
D. Evaluate and begin implementing recommendation(s) from the adjunct faculty and temporary employee task forces no later than Fall 2014.
E. Begin the design and development of an administrator leadership assessment system no later Spring 2015.
F. Convene a task force no later than Fall 2014 to develop a policy addressing abrasive and/or bullying behaviors and conduct in the workplace.
G. Develop a plan and begin implementation of programs to support and communicate the importance of College-wide compliance with federal, state and/or local laws and regulations no later than Fall 2014.
Goal 7: **Strengthen the College’s financial position by searching and establishing partnerships to attract more resources at the local, state, national and international levels in support of its vision, mission and strategic directions.**

Objectives:

A. Conduct an overview of the overall financial health of the institution as it relates to long-term fiscal strategic development no later than Fall 2014.

B. Establish a working group to evaluate the myriad of options to strengthen the College's financial position no later than the Fall 2014.

C. Support the Pima Community College Foundation in the implementation of its strategic plan throughout the year.

D. Explore partnerships, to include conducting a feasibility study, for the development and construction of a residence life hall (Campus Housing), and the establishment of a residence life program no later than Fall 2014.

E. Create an inclusive, College-wide decision making model for the allocation of College resources in alignment with the College’s strategic directions, plans and goals no later than June 30, 2015.

Goal 8: **Assess, review and strengthen the College organizational structure, facilities and operations in order to fulfill its mission.**

Objectives:

A. Initiate the development of a facilities master plan, to include a needs assessment and feasibility study, for the potential participation in a future county bond election no later than Spring 2015.

B. Review the College’s organizational structure of chancellor's cabinet and its impact on college wide decision-making no later than Fall 2014.

C. Develop a plan for implementing the recommendation(s) from the HR systems review; and engage appropriate levels of resources to transform the college’s human resources systems and accountability processes no later than Spring 2015.

D. Evaluate the functionality and efficiency of existing performance management, classification and compensation, and record-keeping management systems no later than Spring 2015.

E. Engage college and campus leadership in strategic actions to identify, assess and implement the decentralization of appropriate operating/administrative functions no later than Spring 2015.