



**PimaCommunityCollege**

# Operational Plan 2014-2015

Review date: Spring 2015

## Community Campus

### Strategic Direction 1 Reaffirm HLC accreditation and fully commit to the HLC guiding values

#### 1.1 Submit the Self Study

Participate in HLC Self-Study Committees, and contribute to the submission of the Self-Study

*Key performance indicator:* Participate in the Self Monitoring Report, Self Study Committees and the Steering Committee

*Estimated completion date:* June 30, 2014

#### 1.2 Host the site visit

Develop activities, mechanisms and systems which support the HLC guiding values. 1) Establish a Quality Improvement team to ensure that recommended improvements are implemented.

*Key performance indicator:* Create a community advisory council to provide advice on how the campus can better serve their needs.

*Estimated completion date:* December 30, 2014

#### 1.3 Attend the HLC hearing

Implement a mandatory Orientation to Online Learning to enable students to be better prepared and more successful in an online course environment. 1) Generate recommendations and create a proposal for an "Orientation for Online Learning" course; 2) Create the Orientation to Online Learning course; 3) Determine the systems to be used requiring first-time online/hybrid students to complete the Orientation to Online Learning prior to clearance to register for their first online course; 4 ) Implement the Orientation to Online Learning (may be extended to Year 3)

*Key performance indicator:* 1) Track percentage of students successfully completing the Orientation to Online Learning; 2) Track number of attempts per student to successfully complete Orientation to Online Learning; 3) Survey students and faculty on impact of Orientation to Online Learning on readiness and effectiveness

*Estimated completion date:* June 30, 2016

### Strategic Direction 2 Improve access and student success

## 2.3 Increase college enrollment, especially first-generation college students, students over 25, Hispanic students, and other underrepresented populations

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Increase enrollment in all Community Campus programs and courses through various initiatives including a dedicated Outreach Position. 1) Request dedicated Outreach position for CC; 2) Explore new ideas for outreach for CC programs; 3) Develop and implement ideas

*Key performance indicator:* 1) Generate plans to increase enrollment by June 2015; 2) Tabulate outreach activities and survey sectors reached

*Estimated completion date:* June 30, 2016

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Enhance cross-departmental partnership across all Community Campus sites to foster student transitions to occupational and academic programs. 1) Explore innovative ideas and needs to increase linkage to pathways; 2) Implement prioritized ideas and resource usage; 3) Ensure AE representation on both the College Developmental Education Council and the Community Campus committee to ensure recommendations specific to Adult Education are completed.

*Key performance indicator:* 1) Track employee hours used to provided resources and services to off-campus sites; 2) Track the number of students who use services at the off-campus sites; 3) Identify the number of students that transition to occupational and academic programs; 4) Identify the number of students that complete occupational and academic programs

*Estimated completion date:* June 30, 2016

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Provide Community Campus students with a dedicated Disabled Student Resources specialist to improve and increase access to related services. 1) Obtain data regarding number of registered DSR students (credit and non-credit) whose “home campus” is typically Community Campus; 2) Make recommendation for full-time or part-time DSR staff position, according to data generated in Year 1; 3) Make appropriate staffing changes based on data.

*Key performance indicator:* 1) Survey student satisfaction with dedicated DSR services at CC; 2) Track number of registered DSR students served and use of resources to evaluate the efficacy of a dedicated DSR specialist and determine whether a full-time or part-time position is needed

*Estimated completion date:* June 30, 2016

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Establish an enhanced Testing and Assessment Center for the benefit of students and staff, including sufficient space and staffing to implement an improved proctoring model. 1) Research associated student and staff needs, identify proctoring models and best practices, and identify needed resources (staffing, space, equipment) and growth points in process and implementation; 2) Implement plans for staffing, space, equipment and processes; 3) Research and identify options for cross-collaboration with other CC testing endeavors and site resources (HSE)

*Key performance indicator:* 1) Survey student satisfaction with proctoring services; 2) Track number of students served and use of personel and resources to evaluate the return on investment of the new proctoring model.

*Estimated completion date:* June 30, 2016

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## **2.5 Use data to identify student "loss and momentum points" along educational pathways and provide student and instructional support at such key points**

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Increase and improve synchronized virtual support services to comprehensively meet the needs of Pima Online students. 1) Research related models, needs, resources and options; 2) Implement the enhanced real-time virtual practices in Student Services; 3) Enhance Library Services

*Key performance indicator:* 1) Survey student satisfaction with enhanced virtual support services; 2) Track student usage to analyze cost-benefit of personnel and resources used to provide virtual services; 3) Hire library director

*Estimated completion date:* June 30, 2016

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## **Strategic Direction 3 Foster partnerships to strengthen educational opportunities in response to community needs**

### **3.1 Rebuild PCC image and build a more trusting relationship between PCC and traditionally marginalized populations**

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Create a positive communication plan with other media resources that will promote Community Campus. 1) Community Campus and off site centers will inform the President's Office about news worthy stories, achievements, events, and success stories; 2) The President's Office will compile information for release; 3) Cabinet members to share info to go out; 4) Develop a plan to utilize all techniques of communication, including social media; 5) Incorporate AACC 21st Century tools

*Key performance indicator:* 1) Identify and track CC Media related communications; 2) Tabulate number of communications (emails, memos, presentations, press releases, emails and social media)

*Estimated completion date:* December 30, 2015

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### **3.3 Expand community partnership to more fully engage all demographic segments associated with traditionally marginalized populations**

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Collaborate with District Outreach Team to foster relationships to future-PCC students. This group would be responsible for a personal hand-off to Counseling/Advising of leads. 1) Build stronger ties with Adult Education students (HSE testing and Adult Ed Centers), instructors, and DOC inmates who are in GED or employment skills classes and who will soon reenter community; 2) Strengthen AE relationship and knowledge of college student services; 3) Advance AE instructor and staff knowledge of credit programming; 4) Reach out to existing partners. For example: Women's resource group shelters for victims of domestic abuse and refugee organizations; 5) Secure new AE funding and contract out to other agencies/organizations to ensure we are aren't duplicating services to the community; 6) Strengthen AE relationships with community partners to identify supportive pathways to AE and then to PCC programs; 7) Create a shared email/phone number so that the community has a direct line to reach these outreach staff to request visits, information, etc. For example: existing partners and all Pima County district high schools.

*Key performance indicator:* 1) Utilizing Student Services, Counseling and Advising will track referrals on a monthly basis to monitor referrals based on outreach efforts from beginning to completion (Certificate, Degree or Transfer); 2) Count number of meetings, OPD, trainings, OTJ, etc from AE staff & students; 3) Inservice workshops on credit topics, visits from credit faculty and staff; 4) Count number of new funding sources and contracts; 5) Count the number of meetings, IGA's, or contracts with community partners

*Estimated completion date:* June 30, 2015 -June 30, 2017

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### **3.5 Develop community-based partnerships to encourage enrollment in college, especially for those students who would be first-generation in college**

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Create a CC workgroup to review/update/maintain the website to ensure accurate/timely information

*Key performance indicator:* Regular monthly meetings

*Estimated completion date:* June 30, 2016 -June 30, 2017

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### **3.6 Restore trust within our external and internal communities**

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Promote professional development opportunities to learn the skills of relationship-building and marketing/promotion as a part of enhancing our public reputation. 1) Dedicate a full-time employee to marketing each Community Campus Program throughout the college and the community; 2) Create a culture of continuous learning and encourage all staff to take professional development training that emphasizes relationship building, customer service, and best practices; 3) Offer college wide publication events – Note: Six months in advance for planning. All campuses can participate along with community members

*Key performance indicator:* Survey the college in areas of customer service, community knowledge, and relationship building. Create a baseline and then follow up quarterly to see if there are improvements in these areas. Build a Trend Graph

*Estimated completion date:* June 30, 2016 -June 30, 2017

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## **Strategic Direction 4 Improve responsiveness to the needs of business community and economic development opportunities**

### **4.2 Partner with industry to customize educational/training programs (content and format)**

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Assess and increase relationships with current and new business/industry partners. 1) Implement plan for engagement with current business partners and conduct analysis to identify workforce needs and/or employment opportunities; 2) Collaborate with Workforce Investment Board (WIB) and One Stop to respond to current and emerging workforce and industry needs; 3) Implement campus-wide business outreach/marketing plan; 4) Implement an internal campus-wide economic development committee; 5) Identify software to manage partner relationships

*Key performance indicator:* 1) Identify percentage increase of training programs with existing partners; 2) Identify number of One Stop and WIB students served; 3) Identify percentage of new revenue; 4) Identify number of completers in training programs; 5) Generate a GAP Analysis by June 2015 and follow up analysis by June 2016

*Estimated completion date:* June 30, 2015-June 30, 2016

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#### **4.5 Partner with industry leaders to provide the skilled workforce necessary to grow the following emerging sectors: aerospace, defense, biosciences, healthcare and renewable energy**

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Develop new divisional training and education programs. 1) Implement bus driver training program in the Truck Driver Training Program; 2) Integrate Continuing Education courses into credit programs; 3) Develop programs with stackable credentials and multiple pathways; 4) Expand internal partnerships between Workforce and Business Development and Adult Education to develop new training programs utilizing IBEST and bridge models in collaboration with the OneStops; 5) Expand apprenticeship programs; 6) Develop/implement a new portfolio (experiential education) program for Public Safety and Emergency Services; 7) Develop online courses for Public Safety and Emergency Services; 8) Articulate Public Safety and Emergency Services' paramedic program with the college's RN nursing program

*Key performance indicator:* 1) Identify number of Continuing Education students in credit courses; 2) Identify number of new programs with stackable credentials; 3) Identify number of new education programs; 4) Identify number of new students in new Workforce programs; 5) Tabulate the number of bridge and IBEST classes; 6) Identify percentage of revenue from new programs

*Estimated completion date:* June 30, 2015-June 30, 2017

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#### **4.6 Develop and foster career pathways in collaboration with industry, including: a) Readiness (Adult Basic Education, Developmental education [connect to redesign] Job readiness, Contextualized ABE and ESL [IBEST, Bridge]), and, b) Career (Contextualized ABE and ESL [IBEST, Bridge], Transfer and career/occupational programs, using instructional pathways built upon stackable credentials and multiple completion points)**

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Restructure and rebrand Workforce and Business Development and Continuing Education to increase the effectiveness of Workforce initiatives and revenue. 1) Complete and implement LERN's one-year business plan in Workforce and Business Development; 2) Streamline internal and external processes to facilitate Workforce and Business Development's training programs; 3) Establish a college-wide Workforce Advisory Council; 4) Establish a divisional grant development plan; 5) Implement a campus-wide business outreach/marketing plan; 6) Establish an incubator program for divisional training and education programs

*Key performance indicator:* 1) Identify 3-5 college processes that are successfully changed; 2) Identify percentage of revenue from new Workforce training initiatives; 3) Establish an Intra-campus grant development committee; 4) Survey new client satisfaction; 5) Identify and survey new Workforce students

*Estimated completion date:* June 30, 2015

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Integrate and foster College and Career Readiness for Adult Education students. 1) Host and engage in at least two career and resource fairs; 2) Incorporate CCR content in all classes; 3) Develop a two year transition plan for WIOA

*Key performance indicator:* 1) Tabulate the number of courses that incorporate CCR content; 2) Survey all instructors for effectiveness of CCR inclusion

*Estimated completion date:* June 30, 2015

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## **Strategic Direction 5 Increase diversity, inclusion, and global education**

### **5.2 Prepare our students for work and citizenship in an increasingly global society**

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Create learning opportunities for students that engage local business and industry.

*Key performance indicator:* 1) Identify opportunities with business and industry; 2) Survey students for effectiveness of the program

*Estimated completion date:* December 31, 2016

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## **Strategic Direction 6 Develop a culture of organizational learning, employee accountability, and employee development**

### **6.1 Create systems and processes that increase constructive/collaborative employee engagement through cross-functional, interdisciplinary activities (i.e. job shadowing, mentoring, training, professional development, exchange programs, operational teams)**

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Increase inter-departmental communication and collaboration to facilitate improved relations (a “culture of welcoming”) for meeting the needs of our internal and external constituents and implement a “Campus Concierge”. 1) Designate a “Campus Concierge “ to create a welcoming environment at first point of contact at welcome desk; 2) Implement one-stop, multi-resource function at welcome desk; 3) Provide a rotation of employees at the Welcome Desk from other CC departments to equal 1 FTE. Administrators and supervisors will determine scheduling, solicit volunteers, and provide information for training Welcome Desk staff; 4) Train personnel to staff the Welcome Desk through a cross-department exchange and collaboration; 5) Increase information sharing across departments through cross-departmental meetings and visits and regularly scheduled all-campus meetings (bi-annual or quarterly)

*Key performance indicator:* 1) Gather feedback on the effectiveness of the initiatives to increase cross-departmental communication and collaboration; 2) Survey staff, students, and community members on the effectiveness of the “Campus Concierge”

*Estimated completion date:* June 30, 2015-  
June 30, 2017

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## **6.2 Create structures and mechanisms to build a culture of excellence that fosters accountability, leadership, and continuous improvement at all levels**

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Establish clear channels of communication to create a Campus climate of accountability, collegiality, and community. 1) Identify liaisons in all Campus department and off-site locations to improve cross-departmental communications; 2) Have an All Campus meeting every semester with the Campus President addressing the faculty and staff; 3) Promote community connections for volunteering and community involvement; 4) Distribute cabinet meeting notes to all campus staff; 5) Institute weekly campus communications

*Key performance indicator:* Tabulate attendees at All Campus meeting and implement strategies to increase attendance

*Estimated completion date:* June 30, 2015

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Institute a culture of excellence through investment in CC staff quality and development, constructive and collaborative staff engagement, and increased awareness of all campus units. 1) Utilize department liaisons to identify Campus training and learning needs; 2) Design professional development tracks and learning opportunities to meet the training needs of faculty and staff; 3) Identify training materials for welcome desk "Campus Concierge"; 4) Develop and maintain campus training calendar; 5) Create a learning and collaboration space for all of Community Campus; 6) Develop and implement departmental plans for staff learning and development

*Key performance indicator:* 1) Survey staff on effectiveness of professional development, collaboration, and awareness initiatives; 2) Survey "Community Campus 101" completers for effectiveness of training

*Estimated completion date:* June 30, 2015-June 30, 2017

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## **6.3 Align existing policies and procedures and develop new policies, procedures, and support structures that provide for and enable constructive employee engagement**

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Establish a structure that empowers and engages employees with the Community Campus Purpose. 1) Create a manager meeting to include department managers; 2) Invite non-administrative employees to a President's Cabinet meeting once a month; 3) Create opportunities where staff/faculty can share new ideas, innovations, and suggestions with campus cabinet

*Key performance indicator:* Survey staff on the value of information provided by extended cabinet members

*Estimated completion date:* June 30, 2016

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# Desert Vista Campus

## Strategic Direction 2 Improve access and student success

### 2.2 Implement changes based on the findings of the Student Services Redesign Committee

Implement recommendations as follows: Create a mandatory New Student Orientation Program; Implement as Assigned Advising process where new students have one or two SSC staff to work with on a consistent basis.

*Key performance indicator:* Develop measures for SSC activity and student participation. Review performance relative to student persistence trends at DV.

*Estimated completion date:* September 1, 2015

### 2.3 Increase college enrollment, especially first-generation college students, students over 25, Hispanic students, and other underrepresented populations

Develop and execute a series of student/community events at Desert Vista.

*Key performance indicator:* Increased number of community events. Track events at the campus, contacts with community, and event outcomes.

*Estimated completion date:* May 15, 2014

### 2.4 Increase the rate at which students with a transfer goal successfully transfer to a four-year college/university

Pursue opportunities to support first generation and underserved students through specialized programs.

*Key performance indicator:* Awarding and implementation of TRiO Student Support Services grants.

*Estimated completion date:* September 1, 2015

### 2.5 Use data to identify student "loss and momentum points" along educational pathways and provide student and instructional support at such key points

Utilize DV Endowment money to fund small programs that bring faculty and students together in meaningful out of classroom interactions.

*Key performance indicator:* Develop base-line for number of activities and students served during 2014/15 academic year. Increase over the next 3 years as resources allow.

*Estimated completion date:* May 15, 2015

Develop and implement a series of student engagement activities.

*Key performance indicator:* TBD  
*Estimated completion date:* May 15, 2015

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## **Strategic Direction 3 Foster partnerships to strengthen educational opportunities in response to community needs**

### **3.1 Rebuild PCC image and build a more trusting relationship between PCC and traditionally marginalized populations**

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Develop and execute a series of public and community events at Desert Vista Campus

*Key performance indicator:* Increased community events and participation in campus activities.  
*Estimated completion date:* May 15, 2015

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### **3.2 Develop high school partnerships to increase college-readiness for all high school graduates**

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Conduct an exhaustive inventory of partnerships, identify and fill gaps.

*Key performance indicator:* Following an exhaustive inventory of partnerships, threshold will be set.  
*Estimated completion date:* May 15, 2015

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Work with Sunnyside Unified School District to implement an early college model for college-ready students.

*Key performance indicator:* 10 students successfully completing courses concurrently for final two years of high school program.  
*Estimated completion date:* July 1, 2015

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Work with local high schools to offer Accuplacer testing in the schools and pre-assessment preparation workshops.

*Key performance indicator:* Monitor and maintain documentation of testing and participation in workshops for incoming freshmen students.  
*Estimated completion date:* January 15, 2015

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### **3.4 Engage with community partners to provide a welcome and supportive pathway to PCC**

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Update existing Inter Governmental Agreement with the Pascua Yaqui Tribe. Meet monthly to plan for strengthening collaborative programming.

*Key performance indicator:* Existence of new IGA; minutes and sign-in sheets from meetings.  
*Estimated completion date:* May 15, 2015

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Collaborate on grant for El Rio employee continuing education. Offer classes at El Rio. Explore offering full programs in nursing and medical assisting.

*Key performance indicator:* Enrollment in courses at El Rio

*Estimated completion date:* May 1, 2016

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## **Strategic Direction 4 Improve responsiveness to the needs of business community and economic development opportunities**

### **4.4 Establish internal processes that enable the College to respond to current and emerging workforce/industry needs in an accelerated manner**

Develop recommendations for improving advisory committees and program review. Explore additional ways to engage advisory committees.

*Key performance indicator:* Increased B&I participation in advisory committees, internships and student placements.

*Estimated completion date:* May 15, 2015

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### **4.5 Partner with industry leaders to provide the skilled workforce necessary to grow the following emerging sectors: aerospace, defense, biosciences, healthcare and renewable energy**

Develop strategies to enhance student work-based skills. Expose students to increased experiential learning, work-based and job showing opportunities. Develop memoranda of understanding to increase commitments and cooperation with business partners.

*Key performance indicator:* Following an exhaustive inventory of partnerships, threshold will be set.

*Estimated completion date:* May 15, 2015

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Hire another nursing instructor and increase nursing assistant student slots by 75.

*Key performance indicator:* Evidenced by increased student registration and completion of Nursing Assistant Program.

*Estimated completion date:* January 12, 2015

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### **4.6 Develop and foster career pathways in collaboration with industry, including: a) Readiness (Adult Basic Education, Developmental education [connect to redesign] Job readiness, Contextualized ABE and ESL [IBEST, Bridge]), and, b) Career (Contextualized ABE and ESL [IBEST, Bridge], Transfer and career/occupational programs, using instructional pathways built upon stackable credentials and multiple completion points)**

Investigate grant opportunities to develop work-based educational programs to serve special populations.

*Key performance indicator:* Implementation of a work-based program serving at least 10 students.

*Estimated completion date:* May 1, 2016

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Strengthen and expand career pathways and program crosswalks among DV and other College workforce educational opportunities.

*Key performance indicator:* Development of a prospective and current student resource to use in program planning.

*Estimated completion date:* May 15, 2015

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## **Strategic Direction 5 Increase diversity, inclusion, and global education**

### **5.1 Strengthen the commitment to global education and infuse international awareness within our institution – for students, for faculty, for staff and for the community we serve**

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Develop diversity awareness and response within the DV campus community.

*Key performance indicator:* Following each event, Campus Cabinet will review, debrief and evaluate the amount and quality of student and staff participation.

*Estimated completion date:* May 1, 2016

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Provide facilities and resources to serve a diverse population and promote diversity and inclusion.

*Key performance indicator:* Persistence of underserved student populations.

*Estimated completion date:* May 1, 2017

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### **5.2 Prepare our students for work and citizenship in an increasingly global society**

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Investigate student exchange programs and other study abroad opportunities for students. Explore funding options to ensure student participation.

*Key performance indicator:* Track activities and student/faculty participation.

*Estimated completion date:* May 15, 2015

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## **Strategic Direction 6 Develop a culture of organizational learning, employee accountability, and employee development**

### **6.1 Create systems and processes that increase constructive/collaborative employee engagement through cross-functional, interdisciplinary activities (i.e. job shadowing, mentoring, training, professional development, exchange programs, operational teams)**

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Develop and run CTD Professional Development workshop for College SSC staff.

*Key performance indicator:* Document PD participation and track program enrollment.  
*Estimated completion date:* March 1, 2015

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Develop multiple creative and innovative methodologies for job specific training.

*Key performance indicator:* Professional development participation in events promoting innovation and creative processes.  
*Estimated completion date:* May 15, 2015

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Plan a series of activities to promote understanding and shared-knowledge and cross-department informations

*Key performance indicator:* Number of development activities produced by campus employees for other employees.  
*Estimated completion date:* April 15, 2015

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## Downtown Campus

### Strategic Direction 1 Reaffirm HLC accreditation and fully commit to the HLC guiding values

#### 1.1 Submit the Self Study

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Contribute to the content of the overall final draft of the Self Study Report.

*Key performance indicator:* Community input is analyzed to determine whether issues of concern were addressed adequately, and content experts verify the validity of the information contained in the report.

*Estimated completion date:* June 15, 2014

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#### 1.2 Host the site visit

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Form an HLC committee comprised of PCC staff and faculty, trained to be extremely knowledgeable about the accreditation process.

*Key performance indicator:* HLC Visiting Team feedback; Arrange campus tour for the HLC visiting team; provide appropriate professional resources to enable the visiting team to conduct its business comfortably.

*Estimated completion date:* September 15-17, 2014

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#### 1.3 Attend the HLC hearing

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A member of the Downtown Campus HLC committee will attend the hearing.

*Key performance indicator:* The member who attends the hearing will present his/her review of the process to the campus upon return.

*Estimated completion date:* January 1, 2015

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#### 1.4 Implement the recommendations from the HLC

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Utilize the information from the Self-Study report. Categorize the information that exists in the repository so that the data can inform decision-making more effectively.

*Key performance indicator:* Designate a department or committee to review the information in the repository annually to measure whether the information is easy to comprehend and use for institutional improvement.

*Estimated completion date:* 2015 and ongoing

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## 1.5 Create an infrastructure that will institutionalize accreditation and compliance matters

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Assess student learning outcomes. Form a campus Assessment Committee to explore new assessment techniques.

*Key performance indicator:* The Committee should meet on a bi-weekly or monthly basis. The Committee would develop student learning outcomes assessment instruments and rubrics. The Committee would also be responsible for analyzing results of assessment and making recommendations for continuous improvement.

*Estimated completion date:* 2014 and ongoing

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To ensure institutional sustainability, seek alternative funding sources and appropriate grant opportunities.

*Key performance indicator:* Analysis of annual reports, financial reports, and environmental scans. Comparison between national and local trends and College initiatives.

*Estimated completion date:* 2014 and ongoing

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Create a system by which faculty, staff and administrators update their credentials on an annual or bi-annual basis. This process should be linked to performance evaluations.

*Key performance indicator:* Track occurrences of progress and innovation in curriculum and management practices, and compare to progressive practices of peer institutions.

*Estimated completion date:* 2016

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Create a culture of continuous improvement by training faculty on how to conduct meaningful outcomes assessment and how to utilize the results to foster increased learning outcomes.

*Key performance indicator:* Evaluative questionnaires

*Estimated completion date:* 2014 and ongoing

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Increase internal constituents' awareness of the College's public image.

*Key performance indicator:* Develop methods for collecting ideas, information, concerns in a systematic way from departments throughout the campus.

*Estimated completion date:* August 14, 2014 and ongoing

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Display the mission in prominent areas around campus. Distribute promotional items with the campus mission on them.

*Key performance indicator:* Evidence of mission-centeredness could be tracked through periodic campus-wide surveys. Each department could also formulate its own mission, based on the campus mission.

*Estimated completion date:* 2014 and ongoing

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To ensure that peer review maintains high standards and remains consistent throughout the accreditation process, selected faculty, staff and/or administrators will be trained to become HLC evaluators.

*Key performance indicator:* Track areas that need improvement based on HLC-recommendations, compared to areas of complete compliance on a 5-year cycle.

*Estimated completion date:* 2015 and ongoing

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## **Strategic Direction 2 Improve access and student success**

### **2.1 Operationalize the recommendations from the Developmental Education Redesign Committee**

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Implement recommendations from the Developmental Education Council.

*Key performance indicator:* Campus activities and programs in full alignment with College Developmental Education Redesign recommendations.

*Estimated completion date:* January 1, 2015

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Ensure campus representation on Developmental Education Council

*Key performance indicator:* Campus activities and programs in full alignment with College Developmental Education Redesign recommendations.

*Estimated completion date:* August 1, 2014

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Implement College evaluation plan with data disaggregated for Downtown Campus.

*Key performance indicator:* Campus activities and programs in full alignment with College Developmental Education Redesign recommendations.

*Estimated completion date:* June 1, 2016

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More fully integrate instructional and student support systems to support instructional pathways and students' goal of degree and credential completion. 1. Develop referral process for faculty to Student Services. 2. Develop training program for Faculty in academic advising. 3. Evaluate student attendance as measure for student success.



*Key performance indicator:* 1. Establish methods of identifying or defining “student goal completion”. To some students, taking one or two courses to improve a skill may be considered accomplishing a goal or completing. (Degree/certificate may not necessarily be end goal.) 2. Faculty will provide “early alert” to students in danger of failing. 3. Faculty will report at-risk students to Advising/Counseling and other resource groups to rescue students before they fail. 4. Counselors will submit, in writing, their advisement to students. If students follow advice toward degree/credential/goal completion, the College will stand by student, even if Advisor/Counselor has made an error. The student will be permitted to graduate or complete his/her credential though he/she may not have taken all of the necessary coursework. 5. All instructors, including adjunct faculty, will maintain office hours for student access. 6. Utilize Banner to follow data and report changes in success.

*Estimated completion date:* June 30, 2017

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Create Campus Developmental Education Committee

*Key performance indicator:* Campus activities and programs in full alignment with College Developmental Education Redesign recommendations.

*Estimated completion date:* August 1, 2014

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Utilize continuous review process.

*Key performance indicator:* Campus activities and programs in full alignment with College Developmental Education Redesign recommendations.

*Estimated completion date:* Ongoing to June 2017

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Coordinate Developmental Education recommendations with Student Services Review recommendations (e.g. mandatory orientation, assigned advising)

*Key performance indicator:* Campus activities and programs in full alignment with College Developmental Education Redesign recommendations.

*Estimated completion date:* January 1, 2015

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Identify classroom and technology needs to implement redesigned curriculum and other activities.

*Key performance indicator:* Campus activities and programs in full alignment with College Developmental Education Redesign recommendations.

*Estimated completion date:* January 1, 2015

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Establish regular reporting procedures for updates to and input from the campus on Council and CDAC recommendations regarding: a. Research and evaluation plan; b. professional development; c. curriculum redesign.

*Key performance indicator:* Campus activities and programs in full alignment with College Developmental Education Redesign recommendations.

*Estimated completion date:* September 1, 2014

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## 2.2 Implement changes based on the findings of the Student Services Redesign Committee

Implement changes based on the finding of the Student Services Redesign Committee. 1. Hire, train and integrate staff into new position. (Retention Coordinator, Outreach Coordinator, VA Certifier, and Financial Advanced Specialist). 2. Implement mandatory mandatory new orientation. 3. Assigned advising. 4. Implement mandatory success courses. 5. Outreach Coordinator will improve access and implementation of orientation, advising, and success courses will contribute to student success. 6. Define Enrollment and Registration.

*Key performance indicator:* 1. Full implementation of campus based initiatives by deadline. 2. Student data can be tracked by semester using Spring 2015 as a baseline, target 2% or 3% increased each semester. 3. Create reporting parameters to obtain student reports from BANNER through the office of Planning and Institutional Research, create other reports to measure student success and improve access. A. Name, B. Ethnic, C. Degree, D. Certificate, E. GPA, F. Campus, G. Program of Study.

*Estimated completion date:* Spring 2017

## 2.3 Increase college enrollment, especially first-generation college students, students over 25, Hispanic students, and other underrepresented populations

Increase college enrollment, especially first-generation college students, students over 25, Hispanic students, and other underrepresented populations. 1. Increase high school outreach programs to capture first generations college students. 2. Partnership with community learning centers and Adult Education for students 25 years old and underrepresented populations. 3. Increase Accuplacer testing at high school. 4. High school specific new student orientation. 5. Integrate faculty involvement and mentoring in outreach programs

*Key performance indicator:* 1. Track the number of 18-29; 30-39; 40-49; 50-59 years old that are in the above age groups by the following sub-groups: 1. First Generation College Students. 2. Students over 25 years old. 3. Hispanic Students. 4. Other Underrepresented Populations. 2. Student data can be tracked by semester using Spring 2015 as a baseline, target 2% or 3% increased each semester. 3. Create reporting parameters to obtain student reports from BANNER through the office of Planning and Institutional Research, create other reports to measure student success and improve access. A. Name, B. Ethnic, C. Degree, D. Certificate, E. GPA, F. Campus, G. Program of Study

*Estimated completion date:* June 30, 2017

## Strategic Direction 3 Foster partnerships to strengthen educational opportunities in response to community needs

### **3.2 Develop high school partnerships to increase college-readiness for all high school graduates**

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Hire K-12 Community Outreach Coordinator

*Key performance indicator:* Count number of high school students continuing/completing through outreach programs. Track contact with community agency and monitor satisfaction.

*Estimated completion date:* As soon as possible, subject to Student Services Redesign's timeline.

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### **3.3 Expand community partnership to more fully engage all demographic segments associated with traditionally marginalized populations**

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Hire Career Services Representative/Coordinator

*Key performance indicator:* Create campus/district database of community partners. Monitor, analyze, and evaluate the data. Identify trends, outcomes, efficacy, employer feedback, etc. Recommend programs and placement modifications as needed in collaboration with instructional faculty and employers.

*Estimated completion date:* As soon as possible

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## **Strategic Direction 4 Improve responsiveness to the needs of business community and economic development opportunities**

### **4.1 Redesign/reinvent occupational programs/curriculum based upon clearly defined industry-recognized credentials in partnership with industry**

---

Achieve NIIMS accreditation.

*Key performance indicator:* Self-study and credentialing requirements will be successfully completed.

*Estimated completion date:* July 31, 2015

---

Redesign/reinvent automotive program and curriculum based upon clearly defined industry-recognized credentials in partnership with industry.

*Key performance indicator:* NATEF and ASE certifications renewed. Curriculum reviewed and modified as needed. Facility and Equipment needs identified. Partnerships with OEMs established.

*Estimated completion date:* December 31, 2015

---

### **4.2 Partner with industry to customize educational/training programs (content and format)**

---

Update and renew existing partnership agreements with local business organizations.

*Key performance indicator:* All existing agreements will be reviewed, updated, and executed.

*Estimated completion date:* October 1, 2014

---

Investigate expansion of SAMP model internships to other occupational programs.

*Key performance indicator:* At least one other discipline will be identified for implementation of a SAMP-type internship program.

*Estimated completion date:* May 31, 2015

---

#### **4.4 Establish internal processes that enable the College to respond to current and emerging workforce/industry needs in an accelerated manner**

---

Develop data sources and methodologies for tracking former students' progression in the job market after leaving occupational programs.

*Key performance indicator:* Project plan created and resources identified to implement a student tracking system.

*Estimated completion date:* July 31, 2015

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## **Strategic Direction 5 Increase diversity, inclusion, and global education**

### **5.1 Strengthen the commitment to global education and infuse international awareness within our institution – for students, for faculty, for staff and for the community we serve**

---

Expose our campus communities to opportunities, possibilities and challenges of working in a global context-or working abroad. Create a “World of Work” series of events.

*Key performance indicator:* Successful completion of at least two of the sample activities and events listed above.

*Estimated completion date:* Ongoing with at least two of the sample activities completed by May, 2015

---

Create the DC Global Campus.

*Key performance indicator:* Engagement of at least two faculty, two staff and two students to form a “Global Campus Committee”. Successful production of at least two of the sample activities and events listed above.

*Estimated completion date:* Ongoing with at least two of the sample activities completed by May, 2015

---

Diversify the workforce of PCC through the Downtown Campus “Search and Welcome Party”.

*Key performance indicator:* Successful completion of at least two of the sample activities and events listed above.

*Estimated completion date:* Ongoing with at least two of the sample activities completed by May, 2015

---

## **Strategic Direction 6 Develop a culture of organizational learning, employee accountability, and employee development**

### **6.1 Create systems and processes that increase constructive/collaborative employee engagement through cross-functional, interdisciplinary activities (i.e. job shadowing, mentoring, training, professional development, exchange programs, operational teams)**

---

Create a campus-based committee focused on supporting and engaging adjunct faculty. The goal will be to build a community for adjuncts at Downtown Campus spanning all employee groups (adjunct faculty, full-time faculty, staff and administrators).

*Key performance indicator:* 1. Host multiple adjunct faculty orientation sessions each semester for new and returning adjunct faculty members that are at times convenient for them. 2. Promote job shadowing/mentoring for adjunct faculty with full-time faculty members in their department (on a voluntary basis). 3. Create a committee with adjunct faculty members for Downtown Campus.

*Estimated completion date:* No later than Fall 2016

---

### **6.2 Create structures and mechanisms to build a culture of excellence that fosters accountability, leadership, and continuous improvement at all levels**

---

Subscribe to national organizations/publications and attend national conferences, with regularity.

*Key performance indicator:* 50% of Campus Leadership Team members will participate in a minimum of 1 national-level activity related to professional development or benchmarking with the goal of identifying at least 1 continuous improvement per year targeted to student success. 80% of those participating will present and share information regarding emerging trends.

*Estimated completion date:* No later than Fall 2015

---

Create a campus-based, multi-tiered Leadership Development program targeted to faculty, staff and administrators that offers intensive, on-site seminars/workshops.

*Key performance indicator:* Creation of the multi-tiered Institute with at least 1 annual event/spanning Fall & Spring featuring external leaders/speakers hosted at Downtown Campus. A minimum of 20-25 participants from various areas of the campus will participate in the program each year.

*Estimated completion date:* No later than Fall 2017

---

Create a Center for Employee Engagement and Learning at Downtown Campus, encompassing a single location where faculty and staff (including adjuncts and temps) can learn together how to better serve students through workshops/seminars/trainings and professional development.

*Key performance indicator:* Develop and host 2-3 intensive workshops/seminars per semester that focus on integrating technology in the classroom. Conduct 2-3 group viewing/discussion sessions per semester for online webinars. Participation of at least 30% overall of faculty and staff in one of these activities. Provide ongoing systematic professional development opportunities at the campus, with support from the District's professional development office. Daily services would include offering instructional design consultations to faculty and providing computer access to employee development courses for staff.

*Estimated completion date:* To be refined by Fall 2015

---

### **6.3 Align existing policies and procedures and develop new policies, procedures, and support structures that provide for and enable constructive employee engagement**

---

Host forums including all employee groups and their college representation (ACES, AFSCME, Faculty Senate, etc.) on-campus to discuss updating and creating new policies and procedures that affect each work group.

*Key performance indicator:* Host 2 -3 forums/sessions per year regarding policies and procedures for various employee groups.

*Estimated completion date:* No later than Fall 2016

---

Initiate information sessions from various areas in the district to meet with corresponding groups on campus (like faculty, student services, human resources, department chairs, testing, financial aid, etc.) to review current, new and updated procedures/policies with those groups.

*Key performance indicator:* Address/resolve a minimal of 3 campus-based policy/procedure issues a year that impact the campus' effectiveness and efficiency.

*Estimated completion date:* No later than Fall 2016

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## East Campus

### Strategic Direction 1 Reaffirm HLC accreditation and fully commit to the HLC guiding values

#### 1.1 Submit the Self Study

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The East Campus, through participation in HLC Self-Study Committees, has contributed to the submission of the Self-Study

*Key performance indicator:* Faculty, staff and administrators participated in the Monitoring Report, Self-Study Committees and the Steering Committee.

*Estimated completion date:* June 30, 2014 and ongoing participation as needed.

---

The East Campus, through participation in HLC Self-Study Committees, has contributed to the submission of the Self-Study

*Key performance indicator:* VPI and VPSD have been selected as HLC Peer Evaluators and will complete training in July 2014.

*Estimated completion date:* July 15, 2014

---

#### 1.2 Host the site visit

---

The East Campus will prepare students and our service area community for the site visit.

*Key performance indicator:* Devise and hold a contest in the student mall with prizes and giveaways.

*Estimated completion date:* September 11, 2014

---

The East Campus will prepare students and our service area community for the site visit.

*Key performance indicator:* Campus Employees will receive education as part of the 2014 Fall All Campus Meeting.

*Estimated completion date:* September 10, 2014

---

The East Campus will prepare students and our service area community for the site visit.

*Key performance indicator:* Employ digital signage alerts to educate the Campus community.

*Estimated completion date:* August 20, 2014-September 17, 2014

---

The East Campus will prepare students and our service area community for the site visit.

*Key performance indicator:* Encourage faculty and staff to attend an HLC workshop at All College Day.

*Estimated completion date:* August 22, 2014

---

The East Campus will prepare students and our service area community for the site visit.

*Key performance indicator:* Campus Administration will inform community and K-12 partners and address concerns.

*Estimated completion date:* August 15, 2014-September 17, 2014

---

The East Campus will prepare students and our service area community for the site visit.

*Key performance indicator:* VPI and VPSD will utilize HLC Peer Evaluator Training to inform the Campus.

*Estimated completion date:* September 1, 2014

---

The East Campus will prepare students and our service area community for the site visit.

*Key performance indicator:* Adjunct Faculty will receive education as part of the 2014 Fall Orientation.

*Estimated completion date:* August 21, 2014

---

The East Campus will prepare students and our service area community for the site visit.

*Key performance indicator:* Campus President will issue daily “e-alerts”.

*Estimated completion date:* September 1, 2014-September 17, 2014

---

The East Campus will prepare students and our service area community for the site visit.

*Key performance indicator:* Representatives from Student Government and clubs will be prepared to host HLC visitors.

*Estimated completion date:* September 11, 2014

---

The East Campus will prepare students and our service area community for the site visit.

*Key performance indicator:* Prepare and distribute an FAQ regarding the Site Visit.

*Estimated completion date:* September 1, 2014

---

The East Campus will prepare students and our service area community for the site visit.

*Key performance indicator:* Educate the faculty during the 2014 Fall Division Meetings.

*Estimated completion date:* September 10, 2014

---

The East Campus will prepare students and our service area community for the site visit.

*Key performance indicator:* Create Student Life activities which showcase the partnership with Instruction.

*Estimated completion date:* September 15, 2014-September 17, 2014

---



The East Campus will prepare students and our service area community for the site visit.

*Key performance indicator:* Faculty will educate students about the HLC visit and address concerns.

*Estimated completion date:* September 1, 2014-September 17, 2014

---

### **1.3 Attend the HLC hearing**

---

The East Campus will educate employees, students and our service area community on the significance of reaccreditation.

*Key performance indicator:* Articles will be included in the East Campus ECHO.

*Estimated completion date:* Ongoing

---

The East Campus will educate employees, students and our service area community on the significance of reaccreditation.

*Key performance indicator:* Supervisors will educate new employees during the new employee or adjunct faculty orientations.

*Estimated completion date:* Ongoing

---

The East Campus will educate employees, students and our service area community on the significance of reaccreditation.

*Key performance indicator:* Campus administration will inform our community and K-12 partners about the significance of reaccreditation.

*Estimated completion date:* Ongoing

---

The East Campus will educate employees, students and our service area community on the significance of reaccreditation.

*Key performance indicator:* Student Life will inform the leadership of Student Government and clubs during their meetings.

*Estimated completion date:* Ongoing

---

The East Campus will educate employees, students and our service area community on the significance of reaccreditation.

*Key performance indicator:* Educate campus employees at the Fall and Spring All Campus Meetings.

*Estimated completion date:* Ongoing

---

The East Campus will educate employees, students and our service area community on the significance of reaccreditation.

*Key performance indicator:* Along with the VPI and VPSD, select a faculty and staff representative to serve as a source of information on the HLC Guiding Values.

*Estimated completion date:* October 1, 2014

---

The East Campus will educate employees, students and our service area community on the significance of reaccreditation.

*Key performance indicator:* Information will be presented as part of the Adjunct Faculty Mentoring Program.

*Estimated completion date:* Ongoing

---

The East Campus will educate employees, students and our service area community on the significance of reaccreditation.

*Key performance indicator:* Develop and offer an annual workshop/brown bag on HLC Guiding Values.

*Estimated completion date:* Ongoing

---

#### **1.4 Implement the recommendations from the HLC**

---

The East Campus will assist in implementing the recommendations from the HLC Report.

*Key performance indicator:* To be developed upon completion of the HLC Site Visit and Report

*Estimated completion date:*

---

#### **1.5 Create an infrastructure that will institutionalize accreditation and compliance matters**

---

The East Campus will develop activities, mechanisms and systems which support the HLC guiding values.

*Key performance indicator:* Support a show case or lecture series with focus on state-of-the-art instructional technology to improve faculty skill sets.

*Estimated completion date:* May 15, 2016

---

The East Campus will develop activities, mechanisms and systems which support the HLC guiding values.

*Key performance indicator:* Create a community advisory council to provide advice on how the campus can better serve their needs.

*Estimated completion date:* December 30, 2014

---

The East Campus will develop activities, mechanisms and systems which support the HLC guiding values.

*Key performance indicator:* Provide a workshop or brown bag for faculty to share best practices in classroom management, student intervention, student success and other topics.

*Estimated completion date:* December 15, 2015

---

The East Campus will develop activities, mechanisms and systems which support the HLC guiding values.

*Key performance indicator:* Create special recognition for employees and students in such areas as innovation, diversity and service.

*Estimated completion date:* May 30, 2015 and ongoing

---

The East Campus will develop activities, mechanisms and systems which support the HLC guiding values.

*Key performance indicator:* Hold one student-centered symposium per year to inspire academic excellence.

*Estimated completion date:* May 15, 2016

---

The East Campus will develop activities, mechanisms and systems which support the HLC guiding values.

*Key performance indicator:* Conduct annual spring semester employee surveys for library services, student services, business services, tutoring services and information technology. Use the feedback to improve services.

*Estimated completion date:* May 30, 2015 and ongoing

---

The East Campus will develop activities, mechanisms and systems which support the HLC guiding values.

*Key performance indicator:* Conduct a feasibility study to expand services and facilities for adjunct faculty.

*Estimated completion date:* June 30, 2016

---

The East Campus will develop activities, mechanisms and systems which support the HLC guiding values.

*Key performance indicator:* Develop a Campus Dean's List and award ceremony to recognize student academic success.

*Estimated completion date:* May 15, 2015 and ongoing

---

The East Campus will develop activities, mechanisms and systems which support the HLC guiding values.

*Key performance indicator:* Use the Sculpture on Campus program as a model of faculty, staff and student excellence and expand to include the Sciences, Mathematics and Humanities and other disciplines.

*Estimated completion date:* December 30, 2016

---

The East Campus will develop activities, mechanisms and systems which support the HLC guiding values.

*Key performance indicator:* Develop and pilot a peer evaluation program and use feedback to improve instruction and counseling.

*Estimated completion date:* December 30, 2015

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The East Campus will develop activities, mechanisms and systems which support the HLC guiding values.

*Key performance indicator:* Support not less than three student trips which support a HLC guiding value.

*Estimated completion date:* June 1, 2015-June 30, 2017

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The East Campus will develop activities, mechanisms and systems which support the HLC guiding values.

*Key performance indicator:* Establish a Quality Improvement team to ensure that recommended improvements are implemented.

*Estimated completion date:* December 30, 2015

---

The East Campus will develop activities, mechanisms and systems which support the HLC guiding values.

*Key performance indicator:* Install a “suggestion box” for students and employees to solicit suggestions for improvement.

*Estimated completion date:* November 30, 2014

---

The East Campus will develop activities, mechanisms and systems which support the HLC guiding values.

*Key performance indicator:* Hold an annual Town Hall meeting for community and K-12 partners to provide advice on how the campus can better serve their needs.

*Estimated completion date:* May 15, 2015 and ongoing

---

The East Campus will develop activities, mechanisms and systems which support the HLC guiding values.

*Key performance indicator:* Develop and publish a campus capital budget procedure and get feedback regarding effectiveness.

*Estimated completion date:* September 30, 2014-March 30, 2015

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## **Strategic Direction 2 Improve access and student success**

### **2.1 Operationalize the recommendations from the Developmental Education Redesign Committee**

---

The East Campus will integrate and operationalize the recommendations from the Developmental Redesign Committee.

*Key performance indicator:* Investigate the feasibility and cost of making textbooks for all classes available on reserve in the Library for all students.

*Estimated completion date:* June 30, 2016

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The East Campus will integrate and operationalize the recommendations from the Developmental Redesign Committee.

*Key performance indicator:* Create transition programs with Adult Education.

*Estimated completion date:* June 30, 2015 and ongoing

---

The East Campus will integrate and operationalize the recommendations from the Developmental Redesign Committee.

*Key performance indicator:* Create a Campus Developmental Education Team.

*Estimated completion date:* December 30, 2014 and ongoing

---

The East Campus will integrate and operationalize the recommendations from the Developmental Redesign Committee.

*Key performance indicator:* Implement interventions for struggling students to include the Learning Center and other resources; promote Learning Center to all students.

*Estimated completion date:* June 30, 2016 and ongoing

---

## **2.2 Implement changes based on the findings of the Student Services Redesign Committee**

---

The East Campus will implement the needed changes based on the findings of the Student Services Redesign

*Key performance indicator:* Integrate new employees in the campus culture hired through the Student Services Redesign.

*Estimated completion date:* June 30, 2015 and ongoing

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The East Campus will implement the needed changes based on the findings of the Student Services Redesign

*Key performance indicator:* Train staff on the new model for high touch student services.

*Estimated completion date:* June 30, 2015 and ongoing

---

The East Campus will implement the needed changes based on the findings of the Student Services Redesign

*Key performance indicator:* Collaborate with the AVC and Office of Veterans and Active Military Services to develop a plan to establish a Veterans Center.

*Estimated completion date:* June 30, 2017

---

The East Campus will implement the needed changes based on the findings of the Student Services Redesign

*Key performance indicator:* Implement summer College readiness program(s) for incoming students

*Estimated completion date:* June 30, 2016 and ongoing

---

The East Campus will implement the needed changes based on the findings of the Student Services Redesign

*Key performance indicator:* Hold mandatory new student orientation.

*Estimated completion date:* November 30, 2014

---

### **2.3 Increase college enrollment, especially first-generation college students, students over 25, Hispanic students, and other underrepresented populations**

---

The East Campus will develop and implement activities to increase enrollment in targeted underrepresented populations such as students over age 25, Hispanic students, and other underrepresented populations

*Key performance indicator:* Conduct K-12 visits with students and counselors in collaboration with the Office of Enrollment Management.

*Estimated completion date:* May 15, 2015 and ongoing

---

The East Campus will develop and implement activities to increase enrollment in targeted underrepresented populations such as students over age 25, Hispanic students, and other underrepresented populations

*Key performance indicator:* Expand outreach, recruitment and enrollment of students ages 50 and over.

*Estimated completion date:* December 30, 2014 and ongoing

---

The East Campus will develop and implement activities to increase enrollment in targeted underrepresented populations such as students over age 25, Hispanic students, and other underrepresented populations

*Key performance indicator:* Complete not less than five outreach events per semester.

*Estimated completion date:* May 15, 2015 and ongoing

---

The East Campus will develop and implement activities to increase enrollment in targeted underrepresented populations such as students over age 25, Hispanic students, and other underrepresented populations

*Key performance indicator:* Develop Campus open houses to create awareness about the benefits of enrolling in College certificates and programs.

*Estimated completion date:* May 15, 2015 and ongoing

---

The East Campus will develop and implement activities to increase enrollment in targeted underrepresented populations such as students over age 25, Hispanic students, and other underrepresented populations

*Key performance indicator:* Invite K-12 schools to visit the Campus.

*Estimated completion date:* May 15, 2015 and ongoing

---

The East Campus will develop and implement activities to increase enrollment in targeted underrepresented populations such as students over age 25, Hispanic students, and other underrepresented populations

*Key performance indicator:* Complete and submit the renewal application for Project SOAR, TRIO Grant.

*Estimated completion date:* October 31, 2014

---

The East Campus will develop and implement activities to increase enrollment in targeted underrepresented populations such as students over age 25, Hispanic students, and other underrepresented populations

*Key performance indicator:* Conduct recruitment and outreach to service area employers to meet with employees and supervisors about the benefits of College certificates and program.

*Estimated completion date:* May 15, 2015 and ongoing

---

#### **2.4 Increase the rate at which students with a transfer goal successfully transfer to a four-year college/university**

---

The East Campus will develop and implement activities to increase the rate at which students with a transfer goal successfully transfer to a four year college/university

*Key performance indicator:* Incorporate the success of Project SOAR students transfer rates into campus strategies to improve the transfer rates of all students.

*Estimated completion date:* May 15, 2015 and ongoing

---

The East Campus will develop and implement activities to increase the rate at which students with a transfer goal successfully transfer to a four year college/university

*Key performance indicator:* Host not less than two transfer fairs per year.

*Estimated completion date:* May 15, 2015 and ongoing

---

The East Campus will develop and implement activities to increase the rate at which students with a transfer goal successfully transfer to a four year college/university

*Key performance indicator:* Invite college and universities partners to visit the campus and classes.

*Estimated completion date:* May 15, 2015 and ongoing

---

The East Campus will develop and implement activities to increase the rate at which students with a transfer goal successfully transfer to a four year college/university

*Key performance indicator:* Invite college and university partners to hold hours in the Student Development Center on a regular, consistent basis.

*Estimated completion date:* May 15, 2015 and ongoing

---

#### **2.5 Use data to identify student "loss and momentum points" along educational pathways and provide student and instructional support at such key points**

---

Use data to identify student "loss and momentum points" along educational pathways and provide student and instructional support at such key points

*Key performance indicator:* Implement campus strategies from the recommendations from the Office of the Provost and Enrollment Management under the Office of Institutional Advancement.

*Estimated completion date:* Pending

---

## **2.6 Reconfigure career programs using instructional pathways built upon stackable credentials and completion points**

---

The East Campus will review career programs to identify potential stackable credentials

*Key performance indicator:* Create time for faculty to review programs and understand the "stackable credit" philosophy.

*Estimated completion date:* June 30, 2016

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## **2.7 Develop and implement a strategic enrollment management plan**

---

The East Campus will be an active participant in the development and implementation of a strategic enrollment management plan

*Key performance indicator:* Review Learning Center facilities and other needs.

*Estimated completion date:* June 30, 2015 and ongoing

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The East Campus will be an active participant in the development and implementation of a strategic enrollment management plan

*Key performance indicator:* Review teaching facilities, equipment and supplies to create a plan for improvement.

*Estimated completion date:* June 30, 2015 and ongoing

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# **Strategic Direction 3 Foster partnerships to strengthen educational opportunities in response to community needs**

## **3.1 Rebuild PCC image and build a more trusting relationship between PCC and traditionally marginalized populations**

---

The East Campus will create and implement outreach strategies for low income citizens in our service area community

*Key performance indicator:* Identify agencies serving low-income families in the service delivery area.

*Estimated completion date:* December 30, 2014

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The East Campus will create and implement outreach strategies for low income citizens in our service area community

*Key performance indicator:* Identify all Title I elementary, middle and high schools within the service delivery area.

*Estimated completion date:* September 30, 2014

---

The East Campus will create and implement outreach strategies for low income citizens in our service area community

*Key performance indicator:* Create an outreach calendar for the Campus Leadership Team with K-12 and community agencies.

*Estimated completion date:* June 30, 2015

---

The East Campus will create and implement outreach strategies for low income citizens in our service area community

*Key performance indicator:* Finalize the adoption of Dietz K-8 in Tucson Unified School District (TUSD)

*Estimated completion date:* December 30, 2014

---

### **3.2 Develop high school partnerships to increase college-readiness for all high school graduates**

---

The East Campus will develop and strengthen high school partnerships to increase college-readiness for all high school graduates.

*Key performance indicator:* Develop and implement a Summer Symposium with community service area high school faculty in English, Writing, Mathematics and Science to study the Arizona Standards for College and Career Readiness (Common Core) and Campus Faculty in these disciplines as

*Estimated completion date:* June 30, 2016

---

### **3.3 Expand community partnership to more fully engage all demographic segments associated with traditionally marginalized populations**

---

The East Campus will expand community partnerships to develop pathways to award credit for traditionally non-credit activities completed at local agencies.

*Key performance indicator:* Provide professional development and training to faculty to evaluate workforce and portfolio credit using ACE and CAEL standards.

*Estimated completion date:* December 30, 2016

---

The East Campus will expand community partnerships to develop pathways to award credit for traditionally non-credit activities completed at local agencies.

*Key performance indicator:* Identify occupational and technical programs for which experiential credit would be appropriate.

*Estimated completion date:* December 30, 2015

---

### **3.4 Engage with community partners to provide a welcome and supportive pathway to PCC**

---

The East Campus will collaborate with Workforce Development to establish pathways for 21st century careers for employees of business, industry and public agencies in the service area community.

*Key performance indicator:* Develop and administer a survey to business, industries and agencies in the service delivery area to identify skill, training and education needs.

*Estimated completion date:* June 30, 2016

---

### **3.5 Develop community-based partnerships to encourage enrollment in college, especially for those students who would be first-generation in college**

---

The East Campus will develop and expand community-based partnerships to encourage enrollment in college, especially those who would be first-generation college students.

*Key performance indicator:* Develop and expand youth and adult activities with refugee service organizations.

*Estimated completion date:* June 30, 2016 and ongoing

---

The East Campus will develop and expand community-based partnerships to encourage enrollment in college, especially those who would be first-generation college students.

*Key performance indicator:* Lead the C4 Initiative with Goodwill Industries of Southern Arizona to increase offerings on an annual basis.

*Estimated completion date:* December 30, 2014 and ongoing

---

The East Campus will develop and expand community-based partnerships to encourage enrollment in college, especially those who would be first-generation college students.

*Key performance indicator:* Develop and expand youth and adult activities with faith-based organizations.

*Estimated completion date:* June 30, 2016 and ongoing

---

### **3.6 Restore trust within our external and internal communities**

---

The East Campus will develop new and strengthen existing communication with external and internal communities to restore trust.

*Key performance indicator:* Join and participate in Community Share, an online network to connect “Educators with Community Partners”.

*Estimated completion date:* June 30, 2015 and ongoing

---

## Strategic Direction 4 Improve responsiveness to the needs of business community and economic development opportunities

### 4.1 Redesign/reinvent occupational programs/curriculum based upon clearly defined industry-recognized credentials in partnership with industry

---

The East Campus will improve partnership opportunities with Parks and Recreation, the City of Tucson, Pima County and other local service area entities focusing on industry-recognized credentials and customized educational and training programs.

*Key performance indicator:* Host spring semester business fair for students to explore career and internship opportunities.

*Estimated completion date:* June 30, 2015

---

The East Campus will improve partnership opportunities with Parks and Recreation, the City of Tucson, Pima County and other local service area entities focusing on industry-recognized credentials and customized educational and training programs.

*Key performance indicator:* Invite local business and service area entities to participate in focus group sessions to explore new certificates and programs such as dual enrollment, internships, scholarship opportunities, partnership with TPR, etc.

*Estimated completion date:* June 30, 2015

---

The East Campus will improve partnership opportunities with Parks and Recreation, the City of Tucson, Pima County and other local service area entities focusing on industry-recognized credentials and customized educational and training programs.

*Key performance indicator:* Implement events with Tucson Parks and Recreation.

*Estimated completion date:* June 30, 2015

---

The East Campus will improve partnership opportunities with Parks and Recreation, the City of Tucson, Pima County and other local service area entities focusing on industry-recognized credentials and customized educational and training programs.

*Key performance indicator:* Provide information about Tucson Parks and Recreation (TPR) offerings and East Campus programs.

*Estimated completion date:* June 30, 2015

---

The East Campus will improve partnership opportunities with Parks and Recreation, the City of Tucson, Pima County and other local service area entities focusing on industry-recognized credentials and customized educational and training programs.

*Key performance indicator:* Submit a request to PIR to provide list of local business and service area entities from which to cultivate and strengthen partnerships.

*Estimated completion date:* June 30, 2015

---

The East Campus will improve partnership opportunities with Parks and Recreation, the City of Tucson, Pima County and other local service area entities focusing on industry-recognized credentials and customized educational and training programs.

*Key performance indicator:* Conduct a feasibility study about new funding/attendance options for community users of non-credit classes and actively inform community members of seat offerings in credit classes (pilot at West Campus).

*Estimated completion date:* June 30, 2015

---

#### **4.2 Partner with industry to customize educational/training programs (content and format)**

---

The East Campus will identify grant opportunities to create new programs and accelerate access to STEM and workforce careers.

*Key performance indicator:* Submit STEM and/or workforce grant in partnership with K-12 and higher education partners, or city and county partners.

*Estimated completion date:* June 30, 2017

---

#### **4.3 Utilize multiple delivery formats, including non-traditional, non-term based and accelerated courses instructional modes as needed based on industry input**

---

The East Campus will transition Davis-Monthan AFB programs and services and explore opportunities for program and workforce training with DMAFB and its associates.

*Key performance indicator:* Identify partnership opportunities with DMAFB and affiliated entities.

*Estimated completion date:* June 30, 2015

---

The East Campus will transition Davis-Monthan AFB programs and services and explore opportunities for program and workforce training with DMAFB and its associates.

*Key performance indicator:* Assess and determine workload needs.

*Estimated completion date:* June 30, 2015

---

#### **4.4 Establish internal processes that enable the College to respond to current and emerging workforce/industry needs in an accelerated manner**

---

The East Campus will expand Bridge and IBEST programs with Adult Education to meet the needs of Industry in the community service area

*Key performance indicator:* Develop contextualized Reading and Writing courses to assist in student success.

*Estimated completion date:* June 30, 2017

---

The East Campus will expand Bridge and IBEST programs with Adult Education to meet the needs of Industry in the community service area

*Key performance indicator:* Offer IBEST programming and curricula for occupational/technical programs.

*Estimated completion date:* June 30, 2017

---

The East Campus will expand Bridge and IBEST programs with Adult Education to meet the needs of Industry in the community service area

*Key performance indicator:* Continue Bridge offerings.

*Estimated completion date:* June 30, 2016

---

## **Strategic Direction 5 Increase diversity, inclusion, and global education**

### **5.1 Strengthen the commitment to global education and infuse international awareness within our institution – for students, for faculty, for staff and for the community we serve**

---

The East Campus will strengthen its commitment to global education and infuse international awareness within our institution – for students, for faculty, for staff and for the community we serve.

*Key performance indicator:* Provide information on Study Abroad, exchange and language immersion opportunities to East Campus Cabinet.

*Estimated completion date:* May 31, 2015

---

The East Campus will strengthen its commitment to global education and infuse international awareness within our institution – for students, for faculty, for staff and for the community we serve.

*Key performance indicator:* Establish a team each academic year to plan and implement at least one educational trip or event.

*Estimated completion date:* Septemeber 30, 2015 and ongoing

---

The East Campus will strengthen its commitment to global education and infuse international awareness within our institution – for students, for faculty, for staff and for the community we serve.

*Key performance indicator:* Provide forums for students to explore cultural similarities and differences.

*Estimated completion date:* January 31, 2015 and ongoing

---

The East Campus will strengthen its commitment to global education and infuse international awareness within our institution – for students, for faculty, for staff and for the community we serve.

*Key performance indicator:* Establish a team to research Study Abroad programs and activities at comparable institutions.

*Estimated completion date:* December 30, 2014 and ongoing

---

The East Campus will strengthen its commitment to global education and infuse international awareness within our institution – for students, for faculty, for staff and for the community we serve.

*Key performance indicator:* Collaborate with PIR to gather data regarding the need for and student interest in cultural activities.

*Estimated completion date:* May 31, 2015

---

The East Campus will strengthen its commitment to global education and infuse international awareness within our institution – for students, for faculty, for staff and for the community we serve.

*Key performance indicator:* Develop cultural or global events at the campus and invite the community.  
*Estimated completion date:* December 30, 2015 and ongoing

---

The East Campus will strengthen its commitment to global education and infuse international awareness within our institution – for students, for faculty, for staff and for the community we serve.

*Key performance indicator:* Review current programs and explore how to incorporate global awareness, diversity and inclusion into the curriculum and/or services.  
*Estimated completion date:* June 30, 2015 and ongoing

---

## **5.2 Prepare our students for work and citizenship in an increasingly global society**

---

The East Campus will prepare our students for work and citizenship in an increasingly global society.

*Key performance indicator:* Expand and promote the Honors Program, Phi Theta Kappa and community service involvement.  
*Estimated completion date:* March 30, 2015 and ongoing

---

The East Campus will prepare our students for work and citizenship in an increasingly global society.

*Key performance indicator:* Coordinate with District Career Services to establish Federal Work Study (FWS), internships, and job shadowing opportunities for students at the East Campus.  
*Estimated completion date:* May 31, 2015

---

The East Campus will prepare our students for work and citizenship in an increasingly global society.

*Key performance indicator:* Create learning opportunities for students that engage local business and industry involved in international affairs.  
*Estimated completion date:* December 31, 2016

---

The East Campus will prepare our students for work and citizenship in an increasingly global society.

*Key performance indicator:* Create a forum to educate the campus community on Ethics and how it is applied on a global level.  
*Estimated completion date:* March 30, 2015

---

The East Campus will prepare our students for work and citizenship in an increasingly global society.

*Key performance indicator:* Promote acquisition of multilingualism by providing information on Study Abroad and language immersion opportunities for students.  
*Estimated completion date:* Septemeber 30, 2015

---

The East Campus will prepare our students for work and citizenship in an increasingly global society.

*Key performance indicator:* Develop a Campus workgroup to anticipate technological needs for global competencies that classroom innovation, courses and seminars  
*Estimated completion date:* December 31, 2015

---

The East Campus will prepare our students for work and citizenship in an increasingly global society.

*Key performance indicator:* Establish a team to create service learning projects that are both local and abroad.  
*Estimated completion date:* January 31, 2016 and ongoing

---

### 5.3 Diversify the workforce of Pima Community College

---

The East Campus will create mechanisms to diversify the workforce of Pima Community College

*Key performance indicator:* Utilize workforce advisory boards as a model to create a Campus Activities Advisory Board.  
*Estimated completion date:* January 31, 2016

---

The East Campus will create mechanisms to diversify the workforce of Pima Community College

*Key performance indicator:* Explore mentorship opportunities with service area business, industry and agencies.  
*Estimated completion date:* January 31, 2016

---

The East Campus will create mechanisms to diversify the workforce of Pima Community College

*Key performance indicator:* Establish mentorship opportunities between new and experienced employees.  
*Estimated completion date:* January 31, 2016

---

## Strategic Direction 6 Develop a culture of organizational learning, employee accountability, and employee development

### 6.1 Create systems and processes that increase constructive/collaborative employee engagement through cross-functional, interdisciplinary activities (i.e. job shadowing, mentoring, training, professional development, exchange programs, operational teams)

---

The East Campus will institute a campus-based professional development program for all employees

*Key performance indicator:* Establish program parameters and participation guidelines for campus-based professional development opportunities.  
*Estimated completion date:* June 30, 2016

---

The East Campus will institute a campus-based professional development program for all employees

*Key performance indicator:* Establish a committee comprised of employees from East Campus service areas, full and part-time faculty, temporary employees and students.

*Estimated completion date:* June 30, 2015

---

The East Campus will institute a campus-based professional development program for all employees

*Key performance indicator:* Identify the types of professional development opportunities (job shadowing, mentoring, workshops, etc.) having the greatest interest and impact for campus constituents.

*Estimated completion date:* June 30, 2015

---

The East Campus will institute a campus-based professional development program for all employees

*Key performance indicator:* Establish a group of campus training coordinators skilled in training concepts/techniques to deliver training and to train a network of campus trainers.

*Estimated completion date:* June 30, 2017

---

The East Campus will institute a campus-based professional development program for all employees

*Key performance indicator:* Provide professional development offerings at times and locations that meet the availability of constituents.

*Estimated completion date:* June 30, 2017

---

## **6.2 Create structures and mechanisms to build a culture of excellence that fosters accountability, leadership, and continuous improvement at all levels**

---

The East Campus will create a structure to increase knowledge and awareness of campus service units and resources available to employees and students.

*Key performance indicator:* Identify key service areas that support teaching, learning and student success.

*Estimated completion date:* October 30, 2014

---

The East Campus will create a structure to increase knowledge and awareness of campus service units and resources available to employees and students.

*Key performance indicator:* Incorporate location of key service areas in campus tours.

*Estimated completion date:* November 30, 2014

---

The East Campus will create a structure to increase knowledge and awareness of campus service units and resources available to employees and students.



*Key performance indicator:* Develop a directory organized by service unit that includes a general description of services provided, supervisor and team photographs and contact information.

*Estimated completion date:* August 1, 2015

---

The East Campus will create a structure to increase knowledge and awareness of campus service units and resources available to employees and students.

*Key performance indicator:* Identify times and locations that best meet the needs of campus constituents for service units and conduct information sharing and feedback sessions.

*Estimated completion date:* May 30, 2015

---

### **6.3 Align existing policies and procedures and develop new policies, procedures, and support structures that provide for and enable constructive employee engagement**

---

The East Campus will use existing policies and procedures that enable constructive employee engagement and develop recommendations for improved policies, procedures and support structures to improve constructive employee engagement.

*Key performance indicator:* To be developed in collaboration with Human Resources Study

*Estimated completion date:*

---

### **6.4 Create structures and mechanisms to build a culture of data informed decision making at all levels. This will include people, process, and technology supporting Business Intelligence.**

---

The East Campus will ensure that all organizational decisions be informed by the highest quality data that is available and collaborate in the development of a College wide Business Intelligence model.

*Key performance indicator:* To be developed in collaboration with the implementation of the Business Intelligence initiative

*Estimated completion date:*

---

## Facilities

### Strategic Direction 1 Reaffirm HLC accreditation and fully commit to the HLC guiding values

#### 1.4 Implement the recommendations from the HLC

---

In response to an HLC concern, Facilities Operations has developed a College Planning Committee and is preparing the Request for Proposals for an upcoming College Master Plan.

*Key performance indicator:* Contract with selected vendor

*Estimated completion date:* Vendor to be selected by the end of fall semester 2014.

---

Facilities personnel will continue to be active participants in the various subcommittees formed to prepare for the HLC site visit, report and subsequent requirements.

*Key performance indicator:* Reports and data submitted to writers for use in HLC response

*Estimated completion date:* Ongoing.

---

### Strategic Direction 2 Improve access and student success

#### 2.2 Implement changes based on the findings of the Student Services Redesign Committee

---

Facilities Operations and Construction will manage any construction/renovation resulting from the Student Services reorganization.

*Key performance indicator:* Capital project managed by Facilities

*Estimated completion date:* Projected timeline to be determined by discussion with reorganization team(s).

---

#### 2.7 Develop and implement a strategic enrollment management plan

---

Facilities personnel will participate in newly formed Enrollment Management Committee.

*Key performance indicator:* Attend meetings as scheduled

*Estimated completion date:* Ongoing.

---

### Strategic Direction 3 Foster partnerships to strengthen educational opportunities in response to community needs

### 3.2 Develop high school partnerships to increase college-readiness for all high school graduates

---

The Facilities Operations will continue to partner with the Tucson Unified School District to explore the potential for expansion of the College by converting existing unused school facilities into College learning centers.

*Key performance indicator:* Meetings with key personnel at TUSD

*Estimated completion date:* Ongoing.

---

### 3.3 Expand community partnership to more fully engage all demographic segments associated with traditionally marginalized populations

---

Facilities personnel are members of various local government organizations such as the Regional Transportation Committee and participants in the Interstate I-19 expansion project group.

*Key performance indicator:* Attend meetings and provide input as needed

*Estimated completion date:* Ongoing.

---

Members of the College Police Department currently serve in various community organizations such as The Southern Arizona Center against Sexual Assault (SACASA), Law Enforcement Torch Run for Special Olympics (LETR).

*Key performance indicator:* Attend meetings/events as needed

*Estimated completion date:* Ongoing.

---

The unit also participates in various professional facilities organizations such as the American Society of Heating, Refrigeration and Air Conditioning Engineers (ASHRAE). Facilities staff members have served on various committees and as board members of

*Key performance indicator:* Attend meetings and keep up with changing standards

*Estimated completion date:* Ongoing.

---

### 3.6 Restore trust within our external and internal communities

---

Facilities Operations has developed alliances and improved relationships with various organizations and commercial businesses to foster communications between the College and these entities, and will continue to explore other opportunities.

*Key performance indicator:* Communicate with business partners to determine mutual needs

*Estimated completion date:* Ongoing.

---

## **Strategic Direction 4 Improve responsiveness to the needs of business community and economic development opportunities**

### **4.5 Partner with industry leaders to provide the skilled workforce necessary to grow the following emerging sectors: aerospace, defense, biosciences, healthcare and renewable energy**

---

The Vice Chancellor for Facilities will continue to serve as the College representative member of the YMCA Tucson Metro District Board, Tucson Historic Preservation Foundation Board and Co-Chair of the APPA Association's National Community College Engagem

*Key performance indicator:* Attend meetings and provide feedback as needed

*Estimated completion date:* Ongoing.

---

Facilities Operations will continue to develop alliances and improve relationships with various organizations and commercial businesses to foster communications between the College and these entities.

*Key performance indicator:* Communicate with business partners to determine mutual needs

*Estimated completion date:* Ongoing.

---

## **Strategic Direction 5 Increase diversity, inclusion, and global education**

### **5.3 Diversify the workforce of Pima Community College**

---

Operations assigned to the Vice Chancellor for Facilities will work closely with Human Resources to ensure our work force of Facilities personnel and Law Enforcement Officers reflect the diversity of our unique community.

*Key performance indicator:* Follow Human Resources procedures

*Estimated completion date:* Ongoing.

---

## **Strategic Direction 6 Develop a culture of organizational learning, employee accountability, and employee development**

### **6.1 Create systems and processes that increase constructive/collaborative employee engagement through cross-functional, interdisciplinary activities (i.e. job shadowing, mentoring, training, professional development, exchange programs, operational teams)**

---

Facilities Operations will market facilities services by continuing to give presentations to various employee groups letting employees know the services that we provide.

*Key performance indicator:* Prepare presentations, attend campus cabinet meetings

*Estimated completion date:* March 2015.

---

The Materials Management Supervisor for Mail Services is a member of National Association of College and University Mail Services (NACUMS) and a board member for Association of Rocky Mountain College and University Mail Services (ARMCUMS).

*Key performance indicator:* Attend meetings and keep up on changing standards

*Estimated completion date:* Ongoing.

---

Increase employee engagement and collaboration and empower staff by forming small task forces to develop solutions to problems.

*Key performance indicator:* Facilitate meetings and publish outcomes

*Estimated completion date:* Ongoing.

---

Facilities Operations will continue to provide College-wide leadership as a member of Chancellor's Cabinet for the successful completion of the College strategic plan and Chancellor goals.

*Key performance indicator:* Attend Chancellor's Cabinet meetings

*Estimated completion date:* Ongoing.

---

Increase employee skills and sharing of institutional knowledge. Reorganize departments by transferring employees to different crews to learn new skills and foster improvements and efficiencies.

*Key performance indicator:* Implement a reorganization plan for district and campus Facilities personnel

*Estimated completion date:* Ongoing.

---

## **6.2 Create structures and mechanisms to build a culture of excellence that fosters accountability, leadership, and continuous improvement at all levels**

---

College Police personnel will continue to implement and establish a community policing model that is student centered and addresses the safety needs and concerns of the students through education and presentations.

*Key performance indicator:* Research and implement community policing activities

*Estimated completion date:* Ongoing.

---

The Executive Director/Chief of Police will continue to serve as the agency representative with the Arizona Association of Chiefs of Police.

*Key performance indicator:* Attend meetings and keep up on best practices

*Estimated completion date:* Ongoing.

---

The College Police Department is currently a member of the Association of Threat Assessment Professionals (ATAP) and The National Association of Clery Compliance Officers and Professionals (NACCOP).

*Key performance indicator:* Attend meetings and keep up on best practices

*Estimated completion date:* Ongoing.

---

Facilities leadership personnel have also improved relationships with local utility companies such as Tucson Electric Power Company and Southwest Gas Company. As a result of these improvements, College facilities leadership has direct access to senior TE

*Key performance indicator:* Communicate with utility vendors to foster mutual needs

*Estimated completion date:* Ongoing.

---

The Facilities Senior Leadership team will continue to conduct regular walkabouts and frequent visits to all College campuses to assess the quality of our facilities and services to our students.

*Key performance indicator:*

*Estimated completion date:* Ongoing.

---

Continue to assess the leadership skills of the Facilities Operations Senior Leadership Team by working with other College administrators to develop a standardized system to evaluate leadership skills and performance (example: Balanced Score Card).

*Key performance indicator:* Attend meetings and implement recommended system

*Estimated completion date:* Ongoing.

---

College Police will create procedures and obtain training regarding behavioral assessments.

*Key performance indicator:* Complete training and implement procedures

*Estimated completion date:* Work with new vendor, SIGMA, to obtain training for BAC by June 2015.

---

Facilities Operations will continue to develop and implement a plan to strengthen the leadership of their senior staff.

*Key performance indicator:* Promote training and mentoring activities

*Estimated completion date:* Ongoing.

---

A College-wide Window, Door and Panic Hardware Replacement project has been approved and is ongoing to improve security.

*Key performance indicator:* Complete door and window replacements and repairs as needed

*Estimated completion date:* Ongoing.

---

Facilities Operations will create procedures and obtain training regarding Clery reporting by June 2015.

*Key performance indicator:* Attend training sessions and implement procedures provided by consultant

*Estimated completion date:* Compliance is ongoing and the procedures will be reviewed annually.

---

Facilities personnel are also participants with Southwest Gas and other local fire and police departments in conducting annual disaster workshops to better improve relationships with the various agencies and to better respond during emergencies.

*Key performance indicator:* Attend Southwest Gas training event  
*Estimated completion date:* Completed September 2014.

---

Environmental Health and Safety will provide a 3rd party assessment and recommendations for improvement of the current chemical management program at the College.

*Key performance indicator:* Hire a vendor to complete chemical audit  
*Estimated completion date:* by December 2015

---

The Facilities Operations will continue to explore potential opportunities with investment firms for private development of our facilities infrastructure.

*Key performance indicator:* Communicate with vendors/firms to meet needs of College  
*Estimated completion date:* Ongoing.

---

A College-wide Lighting and Power Modifications project has been approved and is ongoing to improve security.

*Key performance indicator:* Complete lighting and power renovation and repair projects as needed  
*Estimated completion date:* Ongoing.

---

A College-wide Locks & Security Repair/Replacement/Upgrade project has been approved.

*Key performance indicator:* Complete lock/security repairs and replacements as needed  
*Estimated completion date:* Ongoing.

---

Continue to expand relations with commercial ventures to provide technology training from businesses such as the Trane Road Show (Completed October 3, 2014) and support of College Facilities Symposiums for regional colleges and K-12 schools.

*Key performance indicator:* Coordinate with vendors and colleagues to provide trainings  
*Estimated completion date:* Ongoing.

---

Facilities Operations and Construction will hire an energy manager (January 2015) to focus on energy conservation through managing energy usage, College-wide training on energy conservation, and project management focused on energy efficient equipment.

*Key performance indicator:* Communicate College's goals and implement energy saving projects  
*Estimated completion date:* Ongoing.

---

Fiscal and Management Operations will provide training college-wide to increase knowledge regarding safeguarding assets and approval of charge-back transactions. Participate in upcoming supervisor training sessions to discuss issues such as key control,

*Key performance indicator:* Prepare training material for supervisor training sessions  
*Estimated completion date:* by June 2015

---

A College-wide Fire and Safety Discrepancies project has been approved and is ongoing to improve safety.

*Key performance indicator:* Complete fire and safety repairs as needed

*Estimated completion date:* Ongoing.

---

### **6.3 Align existing policies and procedures and develop new policies, procedures, and support structures that provide for and enable constructive employee engagement**

---

Fiscal and Management Operations will develop standardized procedures for receiving.

*Key performance indicator:* Research and implement best practices

*Estimated completion date:* by January 2015.

---

### **6.4 Create structures and mechanisms to build a culture of data informed decision making at all levels. This will include people, process, and technology supporting Business Intelligence.**

---

Improve College Police operations and technology – purchase mobile data terminals to be installed in police vehicles.

*Key performance indicator:* Issue purchasing contract to purchase and install computers and software

*Estimated completion date:* by June 2015

---

Facilities Operations utilizes the FAMIS work order system to manage the College work order system. The College uses this system, along with the BANNER system, to perform statistical analysis of operations and the utilization of resources.

*Key performance indicator:* Use FAMIS data to report maintenance statistics to management

*Estimated completion date:* Ongoing.

---

Conduct a new bid for Global Positioning Systems to determine the best fit for monitoring College vehicle mileage, locations, and telematics.

*Key performance indicator:* Issue a purchasing contract to selected vendor

*Estimated completion date:* by October 2014

---

Automate work order chargebacks via an interface and create a table and script so FAMIS work order charge-back information can integrate with Banner.

*Key performance indicator:* Design and implement integration between FAMIS and Banner

*Estimated completion date:* by June 2015

---



# Finance

## Strategic Direction 1 Reaffirm HLC accreditation and fully commit to the HLC guiding values

### 1.1 Submit the Self Study

---

Finance staff to provide all support and assistance needed for Self-Study

*Key performance indicator:* Self-Study Submission

*Estimated completion date:* July 31, 2014

---

### 1.2 Host the site visit

---

Provide Finance Staff training on accreditation basics and self study information at Finance All Staff Meetings

*Key performance indicator:* Attendance and learning exercises

*Estimated completion date:* September 12, 2014

---

### 1.3 Attend the HLC hearing

---

EVC available to attend hearing, and provide support as required

*Key performance indicator:* Attendance at meeting, if required

*Estimated completion date:* December 31, 2014

---

### 1.4 Implement the recommendations from the HLC

---

Develop and begin implementation of corrective action plans for any items identified by the 2014 HLC team visit or HLC 2014 Self-Study review

*Key performance indicator:* Corrective Action plans with dates and responsible parties

*Estimated completion date:* April 30, 2015

---

### 1.5 Create an infrastructure that will institutionalize accreditation and compliance matters

---

Develop budgeting processes that support new program development; and review programs for cost reductions: Create a College-wide budget committee to review and prioritize budget requests for non-capital items to ensure alignment with College priorities and Mission

*Key performance indicator:*

*Estimated completion date:* June 30, 2015

---

Train staff in continuous improvement, best practices, and metrics

*Key performance indicator:* Attendance rosters from training

*Estimated completion date:*

---

Review, redefine and restructure policies and procedures for Finance

*Key performance indicator:* Number of new and revised policies

*Estimated completion date:*

---

Research and identify internal finance metrics to provide operations data in an easy to access format

*Key performance indicator:* Creation of internal Finance metrics

*Estimated completion date:* June 30, 2015

---

Enhance finance data on Website to provide constituent relevant information in a more accessible, transparent, and welcoming format.

Create Finance subcommittee to make recommendations for welcoming appearance and structure, survey campus staff

*Key performance indicator:* Web information changes

*Estimated completion date:* June 30, 2015

---

Enhance finance data on Website to provide constituent relevant information in a more accessible, transparent, and welcoming format.

Review practices at other institutions. Add: HLC financial ratio information; Heinfeld & Meech study; IPEDS comparison; selected data from CAFR in more user friendly format

*Key performance indicator:* Web information changes

*Estimated completion date:* March 30, 2015

---

Develop budgeting processes that support new program development; and review programs for cost reductions: Implement a new operating budget request database tool

*Key performance indicator:*

*Estimated completion date:* June 30, 2015

---

## Strategic Direction 2 Improve access and student success

### 2.1 Operationalize the recommendations from the Developmental Education Redesign Committee

---

Ensure that budgets are developed and resources are optimized to support recommendations

*Key performance indicator:* Budgets implemented

*Estimated completion date:* June 30, 2015

---

### 2.2 Implement changes based on the findings of the Student Services Redesign Committee

---

Ensure that budgets are developed and resources are optimized to support recommendations

*Key performance indicator:* Budgets implemented

*Estimated completion date:* June 30, 2015

---

### 2.5 Use data to identify student "loss and momentum points" along educational pathways and provide student and instructional support at such key points

---

Review student accounts and enrollment data and identify opportunities for improving student payment processes to increase enrollment:

Explore possible new payment/deletions dates: best practices; systems logistics; etc.

*Key performance indicator:* Report and recommendations

*Estimated completion date:* June 30, 2015

---

Review student accounts and enrollment data and identify opportunities for improving student payment processes to increase enrollment:

Analyze data on past due accounts by campus, terms, student classifications, etc. to see if there are any notable behavioral trends

*Key performance indicator:* Report and recommendations

*Estimated completion date:* June 30, 2015

---

### 2.6 Reconfigure career programs using instructional pathways built upon stackable credentials and completion points

---

Ensure that budgets are developed and resources are optimized to support recommendations

*Key performance indicator:* Budgets implemented

*Estimated completion date:* June 30, 2016

---

## 2.7 Develop and implement a strategic enrollment management plan

---

Participate in professional auxiliary services organizations and review and benchmark other institutions

*Key performance indicator:*

*Estimated completion date:* June 30, 2015

---

Review student auxiliary services and ensure they are meeting student needs with a focus on operational quality, service, innovation and flexibility in a competitive environment while responding to the service and product needs of constituencies. Issue new RFPs/Contracts, and integrate improved services.

Create regular survey instruments; research revenue sharing strategies to encourage constituent engagement and support.

*Key performance indicator:*

*Estimated completion date:* June 30, 2015

---

## Strategic Direction 3 Foster partnerships to strengthen educational opportunities in response to community needs

### 3.1 Rebuild PCC image and build a more trusting relationship between PCC and traditionally marginalized populations

---

Improve finance data on Website to provide constituent relevant information in a more accessible, transparent, and welcoming format

*Key performance indicator:* Web information changes

*Estimated completion date:*

---

### 3.2 Develop high school partnerships to increase college-readiness for all high school graduates

---

Analyze FTSE-based RAM funding model to determine if increased funding can be provided as a motivation for increased enrollment of high school and out-of-state students

*Key performance indicator:* Proposal and implementation of new funding model structure

*Estimated completion date:* June 30, 2015

---

### 3.3 Expand community partnership to more fully engage all demographic segments associated with traditionally marginalized populations

---

Develop Partnership Agreement Template to protect both the College and its partners and streamline paperwork process

*Key performance indicator:* Contract templates  
*Estimated completion date:* June 30, 2015

---

### **3.4 Engage with community partners to provide a welcome and supportive pathway to PCC**

---

Ensure that publications/info on paying fees are clear and prominent in locations students use  
Provide opportunities to utilize smartphone and texting applications.

*Key performance indicator:* Assessment of information available to students. Report with recommendations  
*Estimated completion date:* June 30, 2015

---

### **3.6 Restore trust within our external and internal communities**

---

Implement Board of Governor's Finance and Audit Committee

*Key performance indicator:* Meeting notices, agendas, notes, and minutes online  
*Estimated completion date:* July 31, 2014

---

Expand content of financial information on website

*Key performance indicator:* New content on website  
*Estimated completion date:* December 31, 2014

---

## **Strategic Direction 4 Improve responsiveness to the needs of business community and economic development opportunities**

### **4.1 Redesign/reinvent occupational programs/curriculum based upon clearly defined industry-recognized credentials in partnership with industry**

---

Create mechanism(s) for funding new program development or program renewal

*Key performance indicator:* Funding source and process documentation  
*Estimated completion date:*

---

### **4.2 Partner with industry to customize educational/training programs (content and format)**

---

Develop Partnership Agreement Template to protect both the College and its partners and streamline paperwork process

*Key performance indicator:* Number of new partnerships; Contract template with training  
*Estimated completion date:* June 30, 2015

---

**4.3 Utilize multiple delivery formats, including non-traditional, non-term based and accelerated courses instructional modes as needed based on industry input**

---

Review PCC student payment options, deadlines, and processes to ensure that the payment system is adaptable and flexible to work with any of these formats

*Key performance indicator:* Reduction in student calls related to payments  
*Estimated completion date:* June 30, 2016

---

**4.4 Establish internal processes that enable the College to respond to current and emerging workforce/industry needs in an accelerated manner**

---

With Workforce unit, develop improved funding process to support industry needs.

*Key performance indicator:* Improved funding processes  
*Estimated completion date:* June 30, 2016

---

With Workforce unit, create business plan template and contract templates. Provide training as required

*Key performance indicator:* Business plan and contract templates  
*Estimated completion date:* June 30, 2015

---

**4.5 Partner with industry leaders to provide the skilled workforce necessary to grow the following emerging sectors: aerospace, defense, biosciences, healthcare and renewable energy**

---

Develop Partnership Agreement Template to protect both the College and its partners and streamline paperwork process.

With Workforce unit, create business plan template and contract templates. Provide training as required.

*Key performance indicator:* Business plan and contract templates  
*Estimated completion date:* June 30, 2015

---

**4.6 Develop and foster career pathways in collaboration with industry, including: a) Readiness (Adult Basic Education, Developmental education [connect to redesign] Job readiness, Contextualized ABE and ESL [IBEST, Bridge]), and, b) Career (Contextualized ABE and ESL [IBEST, Bridge], Transfer and career/occupational programs, using instructional pathways built upon stackable credentials and multiple completion points)**

---

Ensure that budgets are developed and resources are optimized to support partnerships

*Key performance indicator:* Budgets implemented  
*Estimated completion date:* June 30, 2016

---

## **Strategic Direction 5 Increase diversity, inclusion, and global education**

### **5.1 Strengthen the commitment to global education and infuse international awareness within our institution – for students, for faculty, for staff and for the community we serve**

---

Support development of the international education plan, including financial projection support and insurance support options

*Key performance indicator:* International Education Plan  
*Estimated completion date:* June 30, 2015

---

Train staff on international student needs, special needs, etc.

*Key performance indicator:* Attendance at training session(s)  
*Estimated completion date:* December 31, 2016

---

## **Strategic Direction 6 Develop a culture of organizational learning, employee accountability, and employee development**

### **6.1 Create systems and processes that increase constructive/collaborative employee engagement through cross-functional, interdisciplinary activities (i.e. job shadowing, mentoring, training, professional development, exchange programs, operational teams)**

---

Explore job rotation program between ESC and Accounts Payable/Student Accounts. Begin trial period of first rotation in FY 15 and after trial period, review process and lessons learned to improve continuing process going forward.

*Key performance indicator:* Documentation of: trial rotation program; process review; and lessons learned. Use evidence to improve process going forward.  
*Estimated completion date:* June 30, 2015

---

Create records management and retention program, policies and procedures: Create and implement College-wide training in records management.

*Key performance indicator:*  
*Estimated completion date:* June 30, 2015

---

Work team involves HR, Safety, and ESC. Develop new cross-functional teams

*Key performance indicator:* Documentation of monthly meetings between HR and ESC Advanced Program Managers and other cross-functional teams.

*Estimated completion date:*

---

Continue existing monthly collaborative meetings between HR and ESC Advanced Program Managers.

*Key performance indicator:* Documentation of monthly meetings between HR and ESC Advanced Program Managers and other cross-functional teams.

*Estimated completion date:*

---

Collaborate with campus business offices and district office business support staff to develop improved processes, reports, and responsibilities.

*Key performance indicator:* CDAS/Finance retreat with agenda and outcomes

*Estimated completion date:* December 31, 2014

---

Collaborate with campus business offices and district office business support staff to develop improved processes, reports, and responsibilities.

*Key performance indicator:* Documented improved processes, reports, and responsibilities

*Estimated completion date:* June 30, 2016

---

Create records management and retention program, policies and procedures: Establish College-wide working group of subject matter experts in records management and retention.

*Key performance indicator:*

*Estimated completion date:* December 31, 2014

---

Create records management and retention program, policies and procedures: Implement system for tracking and managing records.

*Key performance indicator:*

*Estimated completion date:* June 30, 2016

---

Business Systems and Employee Service Center to create and implement a business continuity plan for payroll and vendor payments

*Key performance indicator:* Assessment and test of plan and back up system

*Estimated completion date:* December 31, 2015

---

Create records management and retention program, policies and procedures: Develop records management policies and procedures.

*Key performance indicator:*

*Estimated completion date:* June 30, 2015

---

Participate in College-wide compliance committee



*Key performance indicator:* Compliance Plan development. Creation of a departmental calendar and matrix system for ensuring compliance. Work with GRO (Grants Resource Office) to create written policies for compliance with OMB Supercircular; Provide additional training College-wide

*Estimated completion date:*

---

## **6.2 Create structures and mechanisms to build a culture of excellence that fosters accountability, leadership, and continuous improvement at all levels**

---

Explore options to reduce paper payroll checks including an employee pay card system

*Key performance indicator:* Reduction in numbers of physical checks generated

*Estimated completion date:*

---

Create Onboarding programs for each Finance department that will help setup new employees to be successful within the PCC culture

*Key performance indicator:* Program development and institutional commitment

*Estimated completion date:* July 1, 2015

---

Ensure compliance with all aspects of the Affordable Care Act

*Key performance indicator:* Annually review plan documents to ensure compliance with law and any new regulations.

*Estimated completion date:*

---

Develop and implement a health benefits trust to provide oversight to self-funded benefit plans

*Key performance indicator:* Establishment of health benefits trust

*Estimated completion date:* July 1, 2015

---

Increase Employee Service Center payroll system efficiency

*Key performance indicator:* Improve adherence to Web Time Entry submission and approval deadlines to greater than 95%

*Estimated completion date:* March 1, 2015

---

Revise Finance Leadership and All Staff meeting structure to be more interactive and team-oriented

*Key performance indicator:* Meeting notes and activities

*Estimated completion date:* June 30, 2015

---

Ensure compliance with voluntary retirement savings regulations. More publicity and greater enrollment

*Key performance indicator:* Documentation of review of current vendors for 403(b) and 457 plan administration. Examples of publicity. Create Enrollment tracking reports

*Estimated completion date:* December 1, 2014

---

Develop automated processes to streamline business functions such as:

- Accounts Payable document imaging system and protocol
- Accounts Payable distributed payment processes
- Purchasing Procedural updates
- Research automated banking solutions
- Automatically defer fall tuition
- Review of account codes
- Review calculation of budgeted fringe rates
- Create PAF workflow
- Budget monitoring & accountability
- Additional automated reports & dashboards
- Records management process and systems

*Key performance indicator:* Documentation and implementation of streamlined business function

*Estimated completion date:*

---

Ensure compliance with all aspects of the Affordable Care Act

*Key performance indicator:* Ensure 95% employer mandate is met for benefit offerings

*Estimated completion date:*

---

Increase Employee Service Center payroll system efficiency

*Key performance indicator:* Implementation of off-cycle check frequency controls

*Estimated completion date:* December 31, 2014

---

Ensure compliance with all aspects of the Affordable Care Act

*Key performance indicator:* Obtain health plan identifier number

*Estimated completion date:* November 1, 2014

---

### **6.3 Align existing policies and procedures and develop new policies, procedures, and support structures that provide for and enable constructive employee engagement**

---

Research implementation of electronic self-service benefits enrollment for new hires and explore electronic solutions for College-wide open enrollment

*Key performance indicator:* Implementation of on-line benefits enrollment for new hires and qualifying events; explore vendors options to provide self-service during open enrollment period

*Estimated completion date:* April 1, 2015

---

Develop and implement standardized procedures and training for District Office Finance and Administration Units

*Key performance indicator:* Creation of procedures for Veteran benefits for Provost Administration

*Estimated completion date:* June 30, 2015

---

Develop and implement standardized procedures and training for District Office Finance and Administration Units

*Key performance indicator:* Creation of Financial Certification training program

*Estimated completion date:* June 30, 2016

---

Continue and enhance District/Campus Buyer meetings with training and procedural updates.

*Key performance indicator:* Activity Reports of meetings

*Estimated completion date:* June 30, 2015

---

Develop and implement standardized procedures and training for District Office Finance and Administration Units

*Key performance indicator:* Creation of Intermediate level Finance related procedures

*Estimated completion date:*

---

Contribute to the revision of personnel policy statements

*Key performance indicator:* Provide data as requested; draft sample revised language

*Estimated completion date:* July 1, 2015

---

Develop a full-fledged wellness program

*Key performance indicator:* Creation of three year strategic wellness plan

*Estimated completion date:* December 31, 2015

---

**6.4 Create structures and mechanisms to build a culture of data informed decision making at all levels. This will include people, process, and technology supporting Business Intelligence.**

---

Enhance College spending transparency with third party analysis tools

*Key performance indicator:* Analytics and Transparency Reports

*Estimated completion date:* June 30, 2015

---

Take executive leadership role in College-wide business intelligence effort

*Key performance indicator:* Business Intelligence plan development and institutional commitment

*Estimated completion date:* June 30, 2017

---

Ensure HIPAA compliance and employee privacy

*Key performance indicator:* Create and publish PCC HIPAA manual, revise as appropriate

*Estimated completion date:* July 1, 2015

---

Ensure HIPAA compliance and employee privacy

*Key performance indicator:* Ensure appropriate space is provided to ensure HIPAA Compliance

*Estimated completion date:* July 1, 2015

---

Continue quality assurance program in ESC;

Self-audit College's retirement contributions to ASRS

*Key performance indicator:* Biweekly monitoring and Quarterly management reports

*Estimated completion date:*

---

Research, develop, test and implement a business continuity plan for payroll processing

*Key performance indicator:* Successfully prepare for and complete and test an emergency payroll run.

*Estimated completion date:* July 1, 2015

---

Utilize data available from Web Time Entry, and leave usage to provide better management tools

*Key performance indicator:* Prepare a Web Time Entry annual report that includes a list of new and/or greatly enhanced reports and notification systems

*Estimated completion date:*

---

## Human Resources

### Strategic Direction 1 Reaffirm HLC accreditation and fully commit to the HLC guiding values

#### 1.2 Host the site visit

---

Be fully prepared for the site visit in September

*Key performance indicator:* Submit action report to self-study.

*Estimated completion date:* July 14, 2014

---

Be fully prepared for the site visit in September

*Key performance indicator:* Hold regular HLC Project Director Team Meetings.

*Estimated completion date:* On-going

---

Be fully prepared for the site visit in September

*Key performance indicator:* Discuss as a standing information item during department meetings.

*Estimated completion date:* September 10, 2014

---

Be fully prepared for the site visit in September

*Key performance indicator:* Conduct a department retreat that focuses on the Human Resources department role during the HLC site visit.

*Estimated completion date:* August 14, 2014

---

Be fully prepared for the site visit in September

*Key performance indicator:* Conduct continuous self-audits to identify gaps for correction and improvement.

*Estimated completion date:* On-going

---

#### 1.5 Create an infrastructure that will institutionalize accreditation and compliance matters

---

Develop a culture of continuous improvement.

*Key performance indicator:* Become organizational strategic partner for major College initiatives and activities.

*Estimated completion date:* Current and on-going

---

Develop a culture of continuous improvement.

*Key performance indicator:* Have a personalized professional development plan for every HR team member.

*Estimated completion date:* October 31, 2014

---

Develop a culture of continuous improvement.

*Key performance indicator:* Develop a marketing plan for HR outreach and information sharing and gathering.

*Estimated completion date:* November 14, 2014

---

Develop a culture of continuous improvement.

*Key performance indicator:* Develop and implement internal and external program review for HR related programs, processes and services.

*Estimated completion date:* November 13, 2015

---

Develop a culture of continuous improvement.

*Key performance indicator:* Adjust infrastructure and technology to quickly respond to customer needs.

*Estimated completion date:* September 18, 2015

---

Develop a culture of continuous improvement.

*Key performance indicator:* Develop a communication protocol for internal and external constituents.

*Estimated completion date:* December 5, 2014

---

Develop a culture of continuous improvement.

*Key performance indicator:* Develop a program of cross-training for all HR staff members.

*Estimated completion date:* January 30, 2015

---

## **Strategic Direction 3 Foster partnerships to strengthen educational opportunities in response to community needs**

### **3.2 Develop high school partnerships to increase college-readiness for all high school graduates**

---

Partner with the Office of Career Services to create opportunities to increase college readiness in our high schools.

*Key performance indicator:* Conduct Job and College Preparedness Workshops in area high schools that focus on basic yet universally important skills such as resume composition, interviewing techniques, preparing cover letters and completing applications.

*Estimated completion date:* February 13, 2015

---

Partner with the Office of Career Services to create opportunities to increase college readiness in our high schools.

*Key performance indicator:* Track with PIR the number of students who attend events and subsequently enroll at PCC.

*Estimated completion date:* May 31 of each year

---

Partner with the Office of Career Services to create opportunities to increase college readiness in our high schools.

*Key performance indicator:* Organize and/or attend "career day" events at area high schools to provide information on the types of skills that students will need to succeed in college or in the workforce.

*Estimated completion date:* February 13, 2015

---

Partner with the Office of Career Services to create opportunities to increase college readiness in our high schools.

*Key performance indicator:* Report on the number of events organized or created on an annual basis.

*Estimated completion date:* June 30 of each year

---

## **Strategic Direction 4 Improve responsiveness to the needs of business community and economic development opportunities**

### **4.3 Utilize multiple delivery formats, including non-traditional, non-term based and accelerated courses instructional modes as needed based on industry input**

---

Develop programs, services and processes to assist the College in leveraging multiple delivery formats.

*Key performance indicator:* Serve on College committees and taskforces and join local organizations to keep abreast of training needs.

*Estimated completion date:* Current and on-going

---

Develop programs, services and processes to assist the College in leveraging multiple delivery formats.

*Key performance indicator:* Develop a SWAT Team that regularly meets with discipline faculty to assess training needs and to implement such training to keep faculty current in alternative deliveries and curriculum development.

*Estimated completion date:* August 28, 2015

---

Develop programs, services and processes to assist the College in leveraging multiple delivery formats.

*Key performance indicator:* Report on number of policies reviewed and updated.  
*Estimated completion date:* June 30 of each year

---

Develop programs, services and processes to assist the College in leveraging multiple delivery formats.

*Key performance indicator:* Implement Deep Links to make the Skill Soft product more user-friendly for PCC faculty.  
*Estimated completion date:* February 1, 2015

---

Develop programs, services and processes to assist the College in leveraging multiple delivery formats.

*Key performance indicator:* Improve professional development offerings through continuous review of faculty feedback and evaluation.  
*Estimated completion date:* Current and on-going

---

Develop programs, services and processes to assist the College in leveraging multiple delivery formats.

*Key performance indicator:* Report the number of committees, taskforces and local organizations in which HR participated.  
*Estimated completion date:* June 30 of each year

---

Develop programs, services and processes to assist the College in leveraging multiple delivery formats.

*Key performance indicator:* Develop and report new professional development programs.  
*Estimated completion date:* June 30 of each year

---

Develop programs, services and processes to assist the College in leveraging multiple delivery formats.

*Key performance indicator:* Review processes, policies and procedures to facilitate recruitment, hiring and development of faculty.  
*Estimated completion date:* January 30, 2015

---

Develop programs, services and processes to assist the College in leveraging multiple delivery formats.

*Key performance indicator:* Track faculty utilization of Skill Soft.  
*Estimated completion date:* Current and on-going

---

#### **4.4 Establish internal processes that enable the College to respond to current and emerging workforce/industry needs in an accelerated manner**

---

Review and update processes and establish internal mechanisms to enable employees to respond to current and emerging workforce and industry needs.

*Key performance indicator:* Review recruitment and selection processes and use feedback to hire talent needed.



*Estimated completion date:* Current and on-going

---

Review and update processes and establish internal mechanisms to enable employees to respond to current and emerging workforce and industry needs.

*Key performance indicator:* Explore and pilot ways to facilitate responsiveness, such as flexible work schedules and working remotely.

*Estimated completion date:* July 1, 2015

---

Review and update processes and establish internal mechanisms to enable employees to respond to current and emerging workforce and industry needs.

*Key performance indicator:* Participate in staffing analysis to assess PCC workforce readiness.

*Estimated completion date:* July 1, 2015

---

## **Strategic Direction 5 Increase diversity, inclusion, and global education**

### **5.3 Diversify the workforce of Pima Community College**

---

Partner with other departments to diversity the PCC workforce.

*Key performance indicator:* Develop mentoring and cross-training programs to prepare internal talent for promotional opportunities.

*Estimated completion date:* June 30, 2015

---

Partner with other departments to diversity the PCC workforce.

*Key performance indicator:* Report with PIR annually the diversity of the workforce.

*Estimated completion date:* June 30 of each year

---

Partner with other departments to diversity the PCC workforce.

*Key performance indicator:* Develop and publish an Affirmative Action Plan to comply with Federal Contractor status.

*Estimated completion date:* October 31, 2014

---

Partner with other departments to diversity the PCC workforce.

*Key performance indicator:* Report the number of outreach efforts completed.

*Estimated completion date:* June 30 of each year

---

Partner with other departments to diversity the PCC workforce.

*Key performance indicator:* Increase recruitment outreach efforts and inform others that PCC is an "employer of choice."

*Estimated completion date:* July 1, 2015

---

Partner with other departments to diversity the PCC workforce.

*Key performance indicator:* Develop Diversity Plan.

*Estimated completion date:* January 30, 2015

---

## **Strategic Direction 6 Develop a culture of organizational learning, employee accountability, and employee development**

### **6.2 Create structures and mechanisms to build a culture of excellence that fosters accountability, leadership, and continuous improvement at all levels**

---

Contribute to creating a "Culture of Excellence."

*Key performance indicator:* Develop and implement career tracks for employees.

*Estimated completion date:* January 30, 2015

---

Contribute to creating a "Culture of Excellence."

*Key performance indicator:* Expand on-boarding program.

*Estimated completion date:* December 5, 2014

---

Contribute to creating a "Culture of Excellence."

*Key performance indicator:* Design and build a customer service model to resolve problems.

*Estimated completion date:* January 30, 2015

---

Contribute to creating a "Culture of Excellence."

*Key performance indicator:* Develop an HR Score Card (metrics) and publish annually on website.

*Estimated completion date:* June 30 of each year

---

Contribute to creating a "Culture of Excellence."

*Key performance indicator:* Purchase and implement dynamic technology to support data-driven decisions and continuous improvement.

*Estimated completion date:* June 30, 2016

---

Contribute to creating a "Culture of Excellence."

*Key performance indicator:* Become a strategic partner to recruit and select top talent for PCC.

*Estimated completion date:* July 1, 2015

---

Contribute to creating a "Culture of Excellence."

*Key performance indicator:* Develop and implement incentive and recognition programs to reward top talent.

*Estimated completion date:* June 30, 2016

---

## Information Technology

### Strategic Direction 2 Improve access and student success

#### 2.3 Increase college enrollment, especially first-generation college students, students over 25, Hispanic students, and other underrepresented populations

---

Collaborate with Disabled Student Resources to make access technology broadly available for students as an ongoing process with initial phase to be completed by the end of the spring semester 2015

*Key performance indicator:* Identify and install technologies that support DSR initiatives

*Estimated completion date:* Spring 2015 (On-going)

---

### Strategic Direction 3 Foster partnerships to strengthen educational opportunities in response to community needs

#### 3.3 Expand community partnership to more fully engage all demographic segments associated with traditionally marginalized populations

---

Participate and collaborate with Arizona Technology Council

*Key performance indicator:* Record attendees and share council information with IT personnel

*Estimated completion date:* Initial ventures in fall 2014

---

#### 3.4 Engage with community partners to provide a welcome and supportive pathway to PCC

---

Participate in college outreach programs targeting recruitment of minority students and employees

*Key performance indicator:* Identify appropriate programs and IT personnel

*Estimated completion date:* Summer 2016

---

#### 3.5 Develop community-based partnerships to encourage enrollment in college, especially for those students who would be first-generation in college

---

Participate in K-12 and higher-ed community-sponsored events, such as the annual UofA STEM career fair, LULAC, career days, San Miguel high school intern program

*Key performance indicator:* IT will attend and record number of contacts made at various events

*Estimated completion date:* Spring 2015 (Annually)

---

## **Strategic Direction 4 Improve responsiveness to the needs of business community and economic development opportunities**

### **4.1 Redesign/reinvent occupational programs/curriculum based upon clearly defined industry-recognized credentials in partnership with industry**

Work with occupational program leaders to develop and utilize technology within their programs; participate on relevant CDACs

*Key performance indicator:* Review enrollment numbers each semester to see if interest in the classes and strategies grow.

*Estimated completion date:* Fall 2017

## **Strategic Direction 5 Increase diversity, inclusion, and global education**

### **5.2 Prepare our students for work and citizenship in an increasingly global society**

1) Encourage and support the Women in Technology group being formed at Pima Community College to invite students to meetings to discuss the job environment and opportunities in various IT fields. (refer to 6.1 which establishes the group); 2) In collaboration with Student Development goals, expand the use of Federal Work Study students in IT departments to provide hands-on experiences for those interested in technology-related fields

*Key performance indicator:* 1) Number of meetings held with students; 2) Number of students attending each meeting; 3) Number of students hired in FWS

*Estimated completion date:* 6/30/2016

## **Strategic Direction 6 Develop a culture of organizational learning, employee accountability, and employee development**

### **6.1 Create systems and processes that increase constructive/collaborative employee engagement through cross-functional, interdisciplinary activities (i.e. job shadowing, mentoring, training, professional development, exchange programs, operational teams)**

Create an official Woman in Technology group at Pima Community College.

*Key performance indicator:* 1) Group created; 2) Minutes kept from meetings with attendance noted

*Estimated completion date:* 6/30/2015

Create library of IT training materials, including videos instructing users on how to use IT applications and perform common IT-related processes.

*Key performance indicator:* 1) Number of documents or videos created; 2) Number of people viewing materials; 3) Viewer surveys

*Estimated completion date:* 6/30/2016

---

1) Participate in job fairs; 2) Encourage staff involvement in the IT Job Shadowing program; 3) Remain responsive to ever-changing needs by providing the technology and ensure staff members are trained to fully service and support; 4) Implement a phishing testing program that serves to educate staff about phishing pitfalls

*Key performance indicator:* 1) Number of IT Career Fairs attended; 2) Number of Job Shadowing candidates; 3) Identify staff training requirements and solutions; 4) Number of failed phishing and staff trained

*Estimated completion date:* 6/30/2016

---

Host an IT table at All College Day; describing current projects and service catalog on the web

*Key performance indicator:* 1) Number of attendees; 2) Current list of activities on display

*Estimated completion date:* 6/30/2016

---

## **6.2 Create structures and mechanisms to build a culture of excellence that fosters accountability, leadership, and continuous improvement at all levels**

---

Develop IT Governance

*Key performance indicator:* Reliant on the structure of the governance and evaluate the process

*Estimated completion date:* Spring 2015

---

## **6.4 Create structures and mechanisms to build a culture of data informed decision making at all levels. This will include people, process, and technology supporting Business Intelligence.**

---

Participate in the implementation and operations of a Business Intelligence infrastructure

*Key performance indicator:* Business Intelligence solution (organization, infrastructure, processes) established with full IT participation. IT integrated into Business Intelligence unit operations.

*Estimated completion date:* Spring 2017

---

## Institutional Advancement

### Strategic Direction 1 Reaffirm HLC accreditation and fully commit to the HLC guiding values

#### 1.2 Host the site visit

---

IA staff will actively support and participate in activities related to ensuring a successful site visit.

*Key performance indicator:* Production of communications to keep internal and external constituents informed.

*Estimated completion date:* Fall 2014

---

#### 1.4 Implement the recommendations from the HLC

---

IA will champion the implementation of the recommendations provided to the College by the HLC following the site visit.

*Key performance indicator:* Continue to inform staff and community of recommendations and progress towards meeting them via website, @PimaNews, PimaAlls, press releases, interviews, community meetings, guest opinions by the chancellor, ad campaign.

*Estimated completion date:* Spring 2015, Ongoing

---

#### 1.5 Create an infrastructure that will institutionalize accreditation and compliance matters

---

Continue to build upon the accreditation archive and perform related programming to ensure the archive provides the foundation necessary for compiling and tracking accreditation-related materials.

*Key performance indicator:* Review current structure with new AVC Accreditation and document changes/improvements required; implement new programming; assist in creating and documenting processes to collect appropriate material on an on-going basis; assist in assigning roles and responsibilities

*Estimated completion date:* Fall 2015

---

### Strategic Direction 2 Improve access and student success

#### 2.3 Increase college enrollment, especially first-generation college students, students over 25, Hispanic students, and other underrepresented populations

---

Develop visual communication materials supportive of college enrollment goals and that focus on outreach to first generation college students, students over 25, Hispanic students, on other underrepresented populations.

*Key performance indicator:* Develop comprehensive visual communication materials to support outreach to first generation college students, students over 25, Hispanic students and other underrepresented populations. Develop a Pima overview document with add-on components for specific target audiences, and information, such as programs, scholarships, financial aid. Develop visual communication materials that translate to multiple media distribution.

*Estimated completion date:* Spring 2015, Ongoing

---

Enhance website, mobile app, and mobile website, to improve access, services and information provided to current and future students.

*Key performance indicator:* Increase Banner-related information and services available online. Work with Student Services to ensure program and policy changes are posted on the website and an appropriate communication plan is in place. Document changes related to these activities.

*Estimated completion date:* Spring 2017, Ongoing

---

Strengthen educational outreach to prospective and current PCC students to increase awareness of scholarship opportunities.

*Key performance indicator:* Develop scholarship newsletter, outreach materials, training for Outreach Coordinators and scholarship application workshops and implement to promote scholarship opportunities. Visit ten high schools (up from 7 in 2013-14) and conduct PCCF Scholarship visits at PCC campuses in April 2015.

*Estimated completion date:* Spring 2015, Ongoing

---

Refocus, expand, and target community outreach beyond high schools, and be intrusive.

*Key performance indicator:* Track events and outreach activities. List engagement team members by campus. Maintain comprehensive list of community partners with communication history. Maintain district outreach event calendar. Track follow up on information requests. Track administrator presentations in K-8 venues.

*Estimated completion date:* Spring 2015, Ongoing

---

## **2.7 Develop and implement a strategic enrollment management plan**

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Create and implement a data analysis model to drive enrollment management; to be developed by Strategic Enrollment Management Plan.



*Key performance indicator:* Enrollment Management Committee will develop a data analysis model to track enrollment trends by student profile and demographic data. Once developed, a schedule for regularly posting reports will be created and implemented.

*Estimated completion date:* Spring 2015, Ongoing

---

Diversify fundraising by Foundation as part of a comprehensive effort to increase scholarship dollars.

*Key performance indicator:* Scholarship fund will increase by at least 5% (June 2014 to June 2015).

*Estimated completion date:* Spring 2015, Ongoing

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Implement a new web calendaring system to enhance access to events and allow students to register for certain events online (such as mandatory orientation).

*Key performance indicator:* Implement new online orientation with registration; migrate other non-registration calendars; implement additional calendars needing registration (Financial Aid, Academic Probation); train staff to maintain calendars. Document live calendars and training activities.

*Estimated completion date:* Summer 2015

---

Create and implement a Strategic Enrollment Management Plan.

*Key performance indicator:* The creation and implementation of a comprehensive 3-5 year enrollment management.

*Estimated completion date:* Spring 2015, Ongoing

---

Strengthen and increase marketing component of outreach.

*Key performance indicator:* Track the production and use of outreach marketing materials. Track the entry of prospects recorded in the Customer Relations Management system.

*Estimated completion date:* Spring 2015, Ongoing

---

## **Strategic Direction 3 Foster partnerships to strengthen educational opportunities in response to community needs**

### **3.1 Rebuild PCC image and build a more trusting relationship between PCC and traditionally marginalized populations**

---

Research the need for and efficacy of developing a Multimedia Newsroom to communicate with external and internal constituencies in alignment with comprehensive branding and marketing and communications plan.

*Key performance indicator:* Benchmark against other community colleges regarding how they provide news and information in a timely manner to external and internal constituencies. Determine the need for an online Multimedia Newsroom. If the decision is made to move forward with a newsroom, create a plan for development and implementation.

*Estimated completion date:* Spring 2016

---

Working with PCC Foundation, Office of Enrollment Management, and other relevant College units, enhance existing email lists to enlarge reach of College messaging.

*Key performance indicator:* Research, develop and implement a comprehensive process for managing and growing email lists for various audiences.

*Estimated completion date:* June 2015

---

Develop and implement a marketing and communications plan to enhance the College's brand, image and reputation in the community and within PCC, with a focus on increasing engagement and support externally and internally.

*Key performance indicator:* The publication and implementation of a strategic marketing, communications and branding plan to enhance the College's brand, image and reputation in the community and within PCC, with a focus on increasing engagement and support externally and internally. This plan will encompass 3-5 years and will lead up to and beyond the 50th anniversary in 2019.

*Estimated completion date:* Spring 2015, Ongoing

---

### **3.3 Expand community partnership to more fully engage all demographic segments associated with traditionally marginalized populations**

---

Foster and engage community organizations to attract prospective students in traditionally marginalized populations.

*Key performance indicator:* Track and list the number of community and social agencies and communication history. Track chamber memberships, neighborhood associations, and PCC foundation board member connections with communication history.

*Estimated completion date:* Spring 2015, Ongoing

---

### **3.4 Engage with community partners to provide a welcome and supportive pathway to PCC**

---

Collaborate with community agencies and groups to inform and align prospective students to the College to provide welcoming and supportive pathways.

*Key performance indicator:* Track interfacing events between prospects and current students.

*Estimated completion date:* Spring 2015, Ongoing

---

Develop informational materials to support messaging to community partners.

*Key performance indicator:* Develop a Pima overview document with add-on components for specific target audiences, and information, such as programs, scholarships, financial aid and information for community partners. Develop visual communication materials that translate to multiple media distribution.

*Estimated completion date:* Spring 2015, Ongoing

---

Use existing grant funding and submit proposals for new funding that allow for the creation or strengthening of educational opportunities through community-based partnerships with local high schools (such as TRIO grants); the local workforce system, inclu

*Key performance indicator:* Number of grant applications submitted and number awarded.

*Estimated completion date:* Spring 2017, Ongoing

---

### **3.6 Restore trust within our external and internal communities**

---

Collaborate internally and externally to provide forums and events to promote community engagement.

*Key performance indicator:* Track 1) the number of student and community (internal & external) forums and events affiliated with IA, 2) the number of attendees (when available).

*Estimated completion date:* Spring 2015, Ongoing

---

Collaborate with College units and campuses to provide transparent and accurate information to prospective students and the community.

*Key performance indicator:* Track student and community (internal & external) communications produced by IA.

*Estimated completion date:* Spring 2015, Ongoing

---

## **Strategic Direction 4 Improve responsiveness to the needs of business community and economic development opportunities**

### **4.1 Redesign/reinvent occupational programs/curriculum based upon clearly defined industry-recognized credentials in partnership with industry**

---

Identify new grant opportunities that focus on redesigning curriculum for first generation, over 25, Hispanic, and underrepresented in collaboration with partners focused on the five key sectors.

*Key performance indicator:* Number of grant applications submitted and number awarded.

*Estimated completion date:* Spring 2015, Ongoing

---

## 4.2 Partner with industry to customize educational/training programs (content and format)

---

Seek and submit proposals for grants funds that, if funded, provide for partnerships with industry to customize educational/training programs in target industry areas with labor shortages and/or expected job growth (such as the DOL TAACCCT Round 4 proposa

*Key performance indicator:* Number of grant applications submitted and number awarded.

*Estimated completion date:* Spring 2017, Ongoing

---

## 4.3 Utilize multiple delivery formats, including non-traditional, non-term based and accelerated courses instructional modes as needed based on industry input

---

Identify new grant opportunities that focus on new delivery formats in collaboration with local businesses to meet their need for educated employees.

*Key performance indicator:* Number of grant applications submitted and number awarded.

*Estimated completion date:* Spring 2015, Ongoing

---

## 4.6 Develop and foster career pathways in collaboration with industry, including: a) Readiness (Adult Basic Education, Developmental education [connect to redesign] Job readiness, Contextualized ABE and ESL [IBEST, Bridge]), and, b) Career (Contextualized ABE and ESL [IBEST, Bridge], Transfer and career/occupational programs, using instructional pathways built upon stackable credentials and multiple completion points)

---

Develop informational materials to support career pathways messaging.

*Key performance indicator:* Development of marketing content, print collateral and websites (including MyPima information) that support career pathways messaging.

*Estimated completion date:* Spring 2015, Ongoing

---

Target key industry sectors that benefit from Pima's work and develop theme-based fundraising campaigns (e.g., healthcare, automotive) to meet institutional priorities.

*Key performance indicator:* Fundraising campaign implemented and funds raised.

*Estimated completion date:* June 2016, Ongoing

---

Use existing funding and seek additional funding for Adult Education to provide needed opportunities for adult learners to continue their education and to achieve their High School Equivalency degrees.

*Key performance indicator:* Funds raised, in-kind (equipment), and planned gifts in support of College's and Foundation's priorities, including scholarships. Number of grant applications submitted and number awarded .

*Estimated completion date:* Spring 2015, Ongoing

---

## Strategic Direction 5 Increase diversity, inclusion, and global education

### 5.1 Strengthen the commitment to global education and infuse international awareness within our institution – for students, for faculty, for staff and for the community we serve

Develop brand, image and communication materials that are supportive of diversity, inclusion and global education.

*Key performance indicator:* Track materials (including web site information) produced.

*Estimated completion date:* Spring 2016, Ongoing

Seek additional funding through Title V and other sources to enhance instructional strategies and curriculum for student success as a commitment to global education for faculty, students, staff, and the community.

*Key performance indicator:* Funds raised, in-kind (equipment), and planned gifts in support of College's and Foundation's priorities, including scholarships. Number of grant applications submitted and number awarded .

*Estimated completion date:* Spring 2015, Ongoing

## Strategic Direction 6 Develop a culture of organizational learning, employee accountability, and employee development

### 6.1 Create systems and processes that increase constructive/collaborative employee engagement through cross-functional, interdisciplinary activities (i.e. job shadowing, mentoring, training, professional development, exchange programs, operational teams)

Implement a new portal to replace MyPima.

*Key performance indicator:* Work with IT to implement the new portal software; train faculty and Group Leaders on differences between products; Build similar functionality in new product as compared to current MyPima (e.g., information channels; services). Document launch and training activities.

*Estimated completion date:* January 2016

### 6.4 Create structures and mechanisms to build a culture of data informed decision making at all levels. This will include people, process, and technology supporting Business Intelligence.

Explore customer relations management solutions and champion implementation.

*Key performance indicator:* Create RFP, award contract and implement a CRM system.

*Estimated completion date:* Summer 2015

Working with General Counsel, Office of Dispute Resolution, and other relevant College units, develop system to track public records requests received by Public Information.

*Key performance indicator:* Log and regularly report media inquiries, media references and public records requests.

*Estimated completion date:* Fall 2015

---

Improve tracking of inquiries from media.

*Key performance indicator:* Log and regularly report media inquiries, media references and public records requests.

*Estimated completion date:* Fall 2015

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Improve tracking of references to PCC in media.

*Key performance indicator:* Log and regularly report media inquiries, media references and public records requests.

*Estimated completion date:* Fall 2015

---

## Northwest Campus

### Strategic Direction 1 Reaffirm HLC accreditation and fully commit to the HLC guiding values

#### 1.1 Submit the Self Study

---

Report was received by campus-based members of the HLC committees

*Key performance indicator:* Report completed and submitted for review.

*Estimated completion date:* July 31, 2014

---

#### 1.2 Host the site visit

---

Prepare campus employees for site visit at the Campus/College: identify participants to help facilitate site visit needs, provide logistics and preparations support (ie., transportation, meals and light snacks, grounds and physical plant preparation, etc.). Offer several campus-based briefs regarding the HLC visit in August and September in the form of providing information about the HLC self-study and the visit.

*Key performance indicator:* Log of planning and information meetings, campus schedules

*Estimated completion date:* September 12, 2014

---

#### 1.3 Attend the HLC hearing

---

Attend HLC Hearing in Chicago, IL, and present progress on HLC Criterion and assumed practices.

*Key performance indicator:* College team attends hearing, communicates process and answers questions

*Estimated completion date:* December 1, 2014

---

#### 1.4 Implement the recommendations from the HLC

---

Establish campus-based work groups to plan and implement solutions/activities in response to HLC recommendations

*Key performance indicator:* Team established to commence work late spring and summer 2015

*Estimated completion date:* April 30, 2015

---

## 1.5 Create an infrastructure that will institutionalize accreditation and compliance matters

---

Establish campus-based team to institutionalize accreditation and compliance matters that impact campus-based operations under the direction of the Provost's Office

*Key performance indicator:* Campus-based team established; report of membership, goals and intended outcomes submitted to the Provost's Office

*Estimated completion date:* July 31, 2015

---

## Strategic Direction 2 Improve access and student success

### 2.1 Operationalize the recommendations from the Developmental Education Redesign Committee

---

Develop and implement preparation for assessment

*Key performance indicator:* Develop 50-student "test group" and establish a baseline measure through pre- and post-testing, compare pre- and post-test with preparation as "treatment" to measure effectiveness of preparation, measure retention semester to semester, track assessment preparation for developmental students, Form learning communities for Developmental Ed students

*Estimated completion date:* Implement spring 2015; have data by spring 2016

---

### 2.2 Implement changes based on the findings of the Student Services Redesign Committee

---

Redesign Mandatory New Student Orientation and prepare to implement in the spring of 2015 (online components as well as college-wide)

*Key performance indicator:* Outlines and materials developed, and tracking system to assess progress of students who attended NSO (short term and longitudinal study to track retention and completion). Track attendance at NSO. Develop student feedback loop for students' opinions about NSO and the student experience once on campus.

*Estimated completion date:* December 20, 2014

---

### 2.3 Increase college enrollment, especially first-generation college students, students over 25, Hispanic students, and other underrepresented populations

---

Develop and implement an outreach plan to the high schools, community events, organizations, business and industry



*Key performance indicator:* Increase number of events and contacts made in high schools, the community, with business, industry, and organizations, and bring potential students to campus. Track contacts to admissions, registration, and completion. Use student specific data to reengage students in College/PCC.

*Estimated completion date:* June 30, 2015 and quarterly monitoring and reporting through June 2017

---

**2.4 Increase the rate at which students with a transfer goal successfully transfer to a four-year college/university**

---

Create an effective transfer path to include STU 107-University Transfer Preparation, career and educational planning, TAG, and transfer pathways, and STU 210-University Transfer, instructional partnerships with STU and academic courses, program review

*Key performance indicator:* Increase the number of students transferring, identify data sets and baselines for measuring transfer, track students to completion using a longitudinal study

*Estimated completion date:* May 30, 2015

---

**2.5 Use data to identify student "loss and momentum points" along educational pathways and provide student and instructional support at such key points**

---

Create and implement an effective retention program including an early academic alert system on campus following the model that is developed out of the SSC Program Review (establish milestone point for activation of early alert and academic progress and intervention)

*Key performance indicator:* Data that measures retention semester to semester through completion

*Estimated completion date:* June 30, 2016

---

**2.7 Develop and implement a strategic enrollment management plan**

---

Benchmark and pilot mandatory attendance in a subset of courses to identify if the practice can be linked to student success and persistence.

*Key performance indicator:* Data from pilot courses as it relates to student persistence and completion of courses.

*Estimated completion date:* June 30, 2017

---

**Strategic Direction 3 Foster partnerships to strengthen educational opportunities in response to community needs**

**3.2 Develop high school partnerships to increase college-readiness for all high school graduates**

---

Create a solid and lasting partnership with school administrators and teachers to enhance communication and collaboration to increase college readiness, particularly at the middle school and early high school level. Communicate assessment scores in reading, writing and math at intervals throughout high schools

*Key performance indicator:* Assess students in high schools sophomore-senior in catchment area high schools, establish data set to show increases in assessment scores prior to college admissions

*Estimated completion date:* June 30, 2015 and quarterly monitoring and reporting through June 2017

---

### **3.3 Expand community partnership to more fully engage all demographic segments associated with traditionally marginalized populations**

---

Identify specific non-profit organizations in the NW catchment area to partner with to identify target population referenced above. Develop informational materials for target population. Attend community based events.

*Key performance indicator:* Track number of organizations and the span and scope of the partnerships

*Estimated completion date:* June 30, 2015

---

### **3.4 Engage with community partners to provide a welcome and supportive pathway to PCC**

---

Target and explore agencies and businesses that would inform educational programming for the future (see 3.3)

*Key performance indicator:* Develop 3-5 partnerships and report on the programmatic possibilities.

*Estimated completion date:* June 30, 2015

---

### **3.5 Develop community-based partnerships to encourage enrollment in college, especially for those students who would be first-generation in college**

---

Identify academic needs and wants of students, and utilize partnerships to achieve those goals (see 3.3), expanding college-bound populations

*Key performance indicator:* Increased enrollment after initiatives are implemented, establish baseline of target student population

*Estimated completion date:* December 20, 2015

---

### **3.6 Restore trust within our external and internal communities**

---

Maintain and strengthen internal connections and community building by having monthly campus forums or events to provide informal updates or formal presentations and engage in dialogue. Invite external constituencies to join in campus life events.

*Key performance indicator:* Evidence of monthly campus meetings/update events  
*Estimated completion date:* June 30, 2015 and annually

---

## **Strategic Direction 4 Improve responsiveness to the needs of business community and economic development opportunities**

### **4.1 Redesign/reinvent occupational programs/curriculum based upon clearly defined industry-recognized credentials in partnership with industry**

---

Increasing membership and meetings with advisory boards to further partner and enhance liberal arts curriculum for the occupational programs

*Key performance indicator:* Improved certification rates and/or national accreditation for all occupational programs on campus when applicable; track number of advisory meetings and the outcomes of the goals established by the committee through program review, Track-Dat and other measures

*Estimated completion date:* June 30, 2015, monitoring and reporting through June 2017

---

### **4.3 Utilize multiple delivery formats, including non-traditional, non-term based and accelerated courses instructional modes as needed based on industry input**

---

HRM will partner with Casino del Sol to offer HRM certificate to cohort students over several semesters by utilizing the 09 term for registration and completion through entering grades

*Key performance indicator:* Data regarding student persistence and completion

*Estimated completion date:* June 30, 2015 and beyond

---

### **4.4 Establish internal processes that enable the College to respond to current and emerging workforce/industry needs in an accelerated manner**

---

Establish a workforce planning process whereby campus workforce programs meet with campus Cabinet to strategize efforts to partner with business and industry, specifically HR managers and members of their executives team(s).

*Key performance indicator:* Planning meeting identified and scheduled, archive of minutes and action plans for framework

*Estimated completion date:* June 1, 2015

---

### **4.5 Partner with industry leaders to provide the skilled workforce necessary to grow the following emerging sectors: aerospace, defense, biosciences, healthcare and renewable energy**

---

Use workforce data to identify programmatic niches and workforce competencies aligned with new and existing STEM specialties at the Campus in partnership with business and industry, and identify sustainable preparation or certification programs

*Key performance indicator:* Numbers of students engaged in workforce or university transfer programs in new and existing niche program(s), fiscal investments and shared resources through contractual arrangements

*Estimated completion date:* June 15, 2015

---

**4.6 Develop and foster career pathways in collaboration with industry, including: a) Readiness (Adult Basic Education, Developmental education [connect to redesign] Job readiness, Contextualized ABE and ESL [IBEST, Bridge]), and, b) Career (Contextualized ABE and ESL [IBEST, Bridge], Transfer and career/occupational programs, using instructional pathways built upon stackable credentials and multiple completion points)**

---

IBEST and HRM

*Key performance indicator:* Monitor and report on student outcomes and completion rates of participants through June 30, 2017

*Estimated completion date:* Commence program in fall 2014 and monitor and report on student outcomes and completion rates of participants through June 30, 2017

---

**Strategic Direction 5 Increase diversity, inclusion, and global education**

**5.1 Strengthen the commitment to global education and infuse international awareness within our institution – for students, for faculty, for staff and for the community we serve**

---

Enroll students from international backgrounds that need ESL support in HRM IBEST program. Develop connections to tutoring or Bilingual/ESL support.

*Key performance indicator:* Demographics of students enrolled in IBEST/HRM program

*Estimated completion date:* June 30, 2015

---

**5.2 Prepare our students for work and citizenship in an increasingly global society**

---

Increase international partnerships and international programming through NAFTA grant (i.e., French immersion/study abroad with faculty and students Summer 2014 and beyond). Encourage students and faculty to present their experience.

*Key performance indicator:* Number of student and faculty participants in the grant

*Estimated completion date:* June 30, 2015

---

**5.3 Diversify the workforce of Pima Community College**

---

Facilitate employee and community member workshops regarding the employment process ranging from application procedures, resume and letter writing, interviewing at the College. Explore internships, cross training, and job shadowing.

*Key performance indicator:* Two workshops during the 2014/15 academic year

*Estimated completion date:* June 30, 2015

---

## **Strategic Direction 6 Develop a culture of organizational learning, employee accountability, and employee development**

### **6.1 Create systems and processes that increase constructive/collaborative employee engagement through cross-functional, interdisciplinary activities (i.e. job shadowing, mentoring, training, professional development, exchange programs, operational teams)**

---

Pilot intra- and inter-campus job shadowing and mentoring in various work units (use faculty mentoring program as model).

*Key performance indicator:* Data regarding participants in job shadowing or mentoring

*Estimated completion date:* June 30, 2016

---

### **6.2 Create structures and mechanisms to build a culture of excellence that fosters accountability, leadership, and continuous improvement at all levels**

---

Identify best practices to create a culture of excellence within the institution using both higher education and private industry research

*Key performance indicator:* List of best practices that would be applicable at the NW Campus, commence work on plan to create and improve culture of excellence

*Estimated completion date:* June 30, 2015

---

### **6.3 Align existing policies and procedures and develop new policies, procedures, and support structures that provide for and enable constructive employee engagement**

---

Facilitate and provide ongoing support and reinforcement of training/professional development as new policies, procedures, and support structures evolve

*Key performance indicator:* Professional development and training and track and monitor participation and follow-up, established outcomes for training and measurements of outcomes

*Estimated completion date:* June 30, 2016

---

### **6.4 Create structures and mechanisms to build a culture of data informed decision making at all levels. This will include people, process, and technology supporting Business Intelligence.**

---

Facilitate Business Intelligence Systems and processes training on campus once the systems, processes, and areas responsible are identified

*Key performance indicator:* New system in place and utilized on the campuses for decision making and planning

*Estimated completion date:* June 30, 2017

---

## Provost's Office

### Strategic Direction 1 Reaffirm HLC accreditation and fully commit to the HLC guiding values

#### 1.3 Attend the HLC hearing

---

Ensure that faculty and staff understand their roles and responsibilities in facilitating student success and maintaining accreditation.

*Key performance indicator:* Attend HLC meeting in Chicago

*Estimated completion date:* December 2014

---

Collaborate with College constituents in the submission of the self study, hosting the site visit, attending the HLC hearing, and implementing the recommendations from the HLC.

*Key performance indicator:* Completion of HLC report and site visit. Removal of probationary status. Compliance with future monitoring reports.

*Estimated completion date:* February 2014 - ongoing

---

#### 1.5 Create an infrastructure that will institutionalize accreditation and compliance matters

---

Facilitate the creation of an infrastructure that will institutionalize accreditation and program compliance matters.

*Key performance indicator:* Correction of sanctions related to HLC, program accreditation agencies, and the Department of Education. Implementation of an Accreditation Department. Hiring an AVC of Accreditation. Monitoring and maintaining standards in all areas. Evidence of continuous improvement.

*Estimated completion date:* Fall 2014

---

Ensure that faculty and staff understand their roles and responsibilities in facilitating student success and maintaining accreditation.

*Key performance indicator:* Meetings and briefings with faculty and staff regarding HLC requirements and roles.

*Estimated completion date:* Ongoing

---

### Strategic Direction 2 Improve access and student success

#### 2.1 Operationalize the recommendations from the Developmental Education Redesign Committee

---

Facilitate the implementation of the Developmental Education Redesign.

*Key performance indicator:* Use data to determine the number of Dev Ed courses needed to adequately meet students' needs. Hiring of Executive Director of Dev Ed and faculty. Implementation of best practices. Collaboration with campus Dev Ed teams.

*Estimated completion date:* Fall 2014 and Spring 2015

---

Facilitate an internal communications campaign outlining the implementation of the Developmental Education Redesign and the Student Services Redesign as centerpieces of access to education.

*Key performance indicator:* Effective communication to all college constituents of major college initiatives and changes. Avoid silos that inhibit communication and collaboration.

*Estimated completion date:* Fall 2014

---

## **2.2 Implement changes based on the findings of the Student Services Redesign Committee**

---

Facilitate the implementation of the Student Services Redesign.

*Key performance indicator:* Implementation of task force recommendations.

*Estimated completion date:* Fall 2014

---

Facilitate an internal communications campaign outlining the implementation of the Developmental Education Redesign and the Student Services Redesign as centerpieces of access to education.

*Key performance indicator:* Effective communication to all college constituents of major college initiatives and changes. Avoid silos that inhibit communication and collaboration.

*Estimated completion date:* Fall 2014

---

## **2.3 Increase college enrollment, especially first-generation college students, students over 25, Hispanic students, and other underrepresented populations**

---

Work with faculty and staff to facilitate Bridge programs to transition students from adult education to credit programs.

*Key performance indicator:* Respond to increased demand for education from non-traditional learners. Increase the number of Bridge programs. Increase number of adult education students enrolling in credit programs

*Estimated completion date:* Summer 2015

---

Review existing policies and processes. Implement innovative policies and processes that facilitate student success.

*Key performance indicator:* Current review of all academic, student services, and institutional effectiveness policies and SPGs.

*Estimated completion date:* Summer 2015

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**2.4 Increase the rate at which students with a transfer goal successfully transfer to a four-year college/university**

---

Facilitate the timely attainment of educational goals of our student population by identifying and removing barriers to graduation.

*Key performance indicator:* Current review of all academic, student services, and institutional effectiveness policies and SPGs. Review scheduling patterns and procedures. Bring classes to students using advanced technologies and multiple delivery formats.

*Estimated completion date:* Summer 2015

---

**2.6 Reconfigure career programs using instructional pathways built upon stackable credentials and completion points**

---

Reconfigure career programs using instructional pathways built upon stackable credentials and completion points.

*Key performance indicator:* Clear pathways leading to stackable credentials. Publication and promotion of pathways.

*Estimated completion date:* Spring 2014

---

**Strategic Direction 3 Foster partnerships to strengthen educational opportunities in response to community needs**

**3.2 Develop high school partnerships to increase college-readiness for all high school graduates**

---

Enhance outreach and expand partnerships with K-12

*Key performance indicator:* Update of dual enrollment procedures. Increase number of dual enrollment courses and programs. Respond to increased demand for education from non-traditional learners. New K-12 partnerships.

*Estimated completion date:* Summer 2015

---

**3.4 Engage with community partners to provide a welcome and supportive pathway to PCC**

---

Engage with community partners to provide a welcome and supportive pathway to PCC.

*Key performance indicator:* College representation in community. Attendance of meetings and community events on and off campus.

*Estimated completion date:* Ongoing

---

### 3.6 Restore trust within our external and internal communities

---

Provost's senior leadership team will establish and maintain a regular presence and resource support role on all campuses.

*Key performance indicator:* Collaboration with all College constituents. Rotation of meeting locations. High and effective employee engagement. Build support services and infrastructure to keep pace with growing needs of the campuses.

*Estimated completion date:* Ongoing

---

## Strategic Direction 4 Improve responsiveness to the needs of business community and economic development opportunities

### 4.1 Redesign/reinvent occupational programs/curriculum based upon clearly defined industry-recognized credentials in partnership with industry

---

Work with campuses to create campus master plans that outline the future direction of which programs to offer at each location.

*Key performance indicator:* Long range program planning for each campus. Identify and build programs of distinction at each campus.

*Estimated completion date:* Summer 2015

---

Determine health and viability of all College programs.

*Key performance indicator:* Determine appropriate metrics to review. Review Program Services. Share key performance indicators and occupational outlooks with faculty and staff. Design systems to support interdisciplinary collaboration.

*Estimated completion date:* Spring 2014

---

Facilitate implementation of a College Education Master Plan.

*Key performance indicator:* Complete research of educational needs of the community, campus capacity, and leading programs. Coordinate education planning with facility and budget planning. Align College programs and activities with community needs.

*Estimated completion date:* Summer 2015

---

## Strategic Direction 5 Increase diversity, inclusion, and global education

### 5.1 Strengthen the commitment to global education and infuse international awareness within our institution – for students, for faculty, for staff and for the community we serve

---

Increase opportunities for international education.

*Key performance indicator:* New international partnerships.

*Estimated completion date:* Summer 2015

---

## **5.2 Prepare our students for work and citizenship in an increasingly global society**

---

Identify and publish human diversity course offerings.

*Key performance indicator:* Mapping to human diversity offerings in each degree program.

*Estimated completion date:* Spring 2015

---

## **Strategic Direction 6 Develop a culture of organizational learning, employee accountability, and employee development**

### **6.1 Create systems and processes that increase constructive/collaborative employee engagement through cross-functional, interdisciplinary activities (i.e. job shadowing, mentoring, training, professional development, exchange programs, operational teams)**

---

Assess the leadership skills of the Provost's senior leadership team.

*Key performance indicator:* Accountability for each and every role. Demonstrated competency in areas of responsibility. Demonstrated commitment to College's mission. Performance-oriented culture that rewards results.

*Estimated completion date:* Spring 2015

---

### **6.2 Create structures and mechanisms to build a culture of excellence that fosters accountability, leadership, and continuous improvement at all levels**

---

Leverage knowledge and expertise within the College to develop employee training and leadership skills.

*Key performance indicator:* Seminars and workshops delivered by employees with content expertise. Increase use of train-the-trainer model.

*Estimated completion date:* Summer 2015

---

### **6.4 Create structures and mechanisms to build a culture of data informed decision making at all levels. This will include people, process, and technology supporting Business Intelligence.**

---

Use resource allocation to align with strategic goals and promote innovation, effectiveness, and responsible stewardship.

*Key performance indicator:* Monitor department budgets. Short-term and long range budget planning. Identify and invest in select areas with the greatest potential for student, economic, and cultural benefit.

*Estimated completion date:* Ongoing

---

Conduct a SWOT analysis of all areas of Provost's leadership team/departments.

*Key performance indicator:* Use of data to determine strengths and weaknesses. Planning based on trends and data. Reports on successes and problem areas. Improve efficiency and productivity of all departments.

*Estimated completion date:* Fall 2014

---

## West Campus

### Strategic Direction 1 Reaffirm HLC accreditation and fully commit to the HLC guiding values

#### 1.2 Host the site visit

Dissemination and discussion of self-study, accreditation criteria and guiding values at department, division, and campus orientation meetings. Mailings and emailing invitations to adjunct faculty to participate in HLC updates, student success and best practices trainings at orientations. Day and evening orientation meetings available. Utilization of old (bulletin boards) and new (digital signage) technology to reinforce guiding values and accreditation criteria.

*Key performance indicator:* Increase training participation 25% before HLC September visit. Use West Campus data from existing HLC Foundations surveys as baseline measurement for increase.

*Estimated completion date:* September 30, 2014

#### 1.5 Create an infrastructure that will institutionalize accreditation and compliance matters

Implement a student and employee Higher Learning Commission criteria and ongoing HLC values survey to be administered annually

*Key performance indicator:* Statistically valid population of students/employees surveyed  
Tabulation of results relating to current awareness queries  
Number of interventions taken to increase knowledge and awareness

*Estimated completion date:* June 30, 2017

Provide ongoing training and communications of HLC Criteria and Core Values during 2014-2017 to incorporate understanding and application of compliance throughout West Campus teaching and learning.

*Key performance indicator:* Create a minimum of five venues to update the West Campus community on HCL Criteria and Core Values.

*Estimated completion date:* June 30, 2017

### Strategic Direction 2 Improve access and student success

#### 2.1 Operationalize the recommendations from the Developmental Education Redesign Committee

Implement assigned advising for students who register into two or more lowest developmental education courses.

*Key performance indicator:* Increased persistence to college level courses

*Estimated completion date:* June 30, 2017

---

Implement and coordinate the recommendations from the Developmental Education Redesign Council.

*Key performance indicator:* Track and assess WC implementation of the alignment with Developmental Education Redesign Council timeline

*Estimated completion date:* June 30, 2017

---

Develop appropriate advising intervention for students who place in developmental education courses and want to take second assessment.

*Key performance indicator:* Analysis of data would indicate an increase in number of students who place in the higher course.

*Estimated completion date:* June 30, 2017

---

## **2.2 Implement changes based on the findings of the Student Services Redesign Committee**

---

Foster a strong partnership with Outreach Coordinator assigned to West Campus, clearly identifying responsibilities and communication pathways.

*Key performance indicator:* Increase in contacts with high schools 5% each year over the next three years.

*Estimated completion date:* June 30, 2017

---

## **2.3 Increase college enrollment, especially first-generation college students, students over 25, Hispanic students, and other underrepresented populations**

---

Conduct West Campus Events to increase enrollment of identified populations (Partners Fair, Majors Fair, LULAC, 50+ Program, Divisions Fair, STEM Fair etc.)

*Key performance indicator:* Increased registrations at events

*Estimated completion date:* May 31, 2017

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Created press releases for local papers and radio spots and publicized the ESL curriculum August 2014.

*Key performance indicator:* Compare numbers and percentage of targeted population from 2013-14 through 2015-16.  
Measure the increase in underrepresented populations taking dual enrollment courses.

*Estimated completion date:* June 30, 2017

---

Offer two trainings on new technology communication forms each semester starting fall 2015.

*Key performance indicator:* Track number and types of new technology communications.

*Estimated completion date:* June 30, 2017

---

## Strategic Direction 3 Foster partnerships to strengthen educational opportunities in response to community needs

### 3.1 Rebuild PCC image and build a more trusting relationship between PCC and traditionally marginalized populations

Develop and implement a West Campus Community Partners conference.

*Key performance indicator:* 50% of currently identified educational community partners will attend the WC Partners/CommUNITY event. Survey participant satisfaction with conference

*Estimated completion date:* December 15, 2014

### 3.3 Expand community partnership to more fully engage all demographic segments associated with traditionally marginalized populations

Collect, compile and organize data on existing partnerships through outreach to department chairs and service directors

*Key performance indicator:* 100% of WC Department Chairs will complete and submit a standardized form (developed by this subcommittee) to identify current community, educational partnerships.

*Estimated completion date:* May 15, 2015

Collaborate with community organizations to identify and implement opportunities for student learning, transfer, and employment.

*Key performance indicator:* Increase the total number of West Campus partnerships over the next three years.

*Estimated completion date:* June 30, 2017

### 3.5 Develop community-based partnerships to encourage enrollment in college, especially for those students who would be first-generation in college

Increase West Campus student involvement in existing and new community partnerships with K-12, community nonprofits, and local businesses.

*Key performance indicator:* Increase the total number of students participating by 5% over the next three years.

*Estimated completion date:* June 30, 2017

## Strategic Direction 4 Improve responsiveness to the needs of business community and economic development opportunities

#### **4.1 Redesign/reinvent occupational programs/curriculum based upon clearly defined industry-recognized credentials in partnership with industry**

---

Review and modify West Campus program curricula to reflect business and industry standards.

*Key performance indicator:* Track the enrollment and the completion rates in occupational programs. Create/monitor/update pathways based on industry needs in such areas as aerospace, biosciences and healthcare (tallies of pathways, adjustments, student/partner survey data). Track/tally meetings with partners, such as meeting minutes, for follow through.

*Estimated completion date:* June 30, 2017

---

#### **4.4 Establish internal processes that enable the College to respond to current and emerging workforce/industry needs in an accelerated manner**

---

Increase the responsiveness of West Campus traditional and signature programs and services to business and industry.

*Key performance indicator:* Track the time it takes to make curricular or program changes based on workforce/partners input. Number of relationships between West Campus and business community/arts organizations.

*Estimated completion date:* June 30, 2017

---

### **Strategic Direction 5 Increase diversity, inclusion, and global education**

#### **5.1 Strengthen the commitment to global education and infuse international awareness within our institution – for students, for faculty, for staff and for the community we serve**

---

Increase enrollment in West Campus English as a Second Language (ESL) courses for domestic and international students.

*Key performance indicator:* Annual tracking of ESL enrollments for domestic and international students over the next three years.

*Estimated completion date:* June 30, 2017

---

Provide training and programming for students, employees and community members that support diversity, principles of sustainability, and working and learning in a global society.

*Key performance indicator:* Successfully offer a minimum of two professional development opportunities for employees, two educational sessions for students and two educational sessions for community members that contain substantial content on functioning in a global society.

*Estimated completion date:* June 30, 2016

---

Expand the International Program and International Student Services.



*Key performance indicator:* Compare increases in number of employees, fiscal resources and students served over the next three years.  
*Estimated completion date:* February 28, 2015

---

Explore the feasibility of a summer English as a Second Language Certificate Program.

*Key performance indicator:* Recommendation on ESL summer certificate.  
*Estimated completion date:* March 31, 2015

---

## **Strategic Direction 6 Develop a culture of organizational learning, employee accountability, and employee development**

### **6.1 Create systems and processes that increase constructive/collaborative employee engagement through cross-functional, interdisciplinary activities (i.e. job shadowing, mentoring, training, professional development, exchange programs, operational teams)**

---

Develop professional development training workshops in response to the needs of West Campus stakeholders.

*Key performance indicator:* Track requests/needs through partners conference and advisory boards. Develop a minimum of one training workshop per year over the next three years.  
*Estimated completion date:* December 30, 2016

---

Increase venues that nurture and develop West Campus employees by identifying and sharing talent and expertise through dialogue (e.g., seminars, book clubs, workshops, and employee teaching & learning roundtables)

*Key performance indicator:* Increase the number of opportunities for faculty/staff/administrator exchange-focused venues by 10% over three years.  
*Estimated completion date:* June 30, 2017

---

### **6.2 Create structures and mechanisms to build a culture of excellence that fosters accountability, leadership, and continuous improvement at all levels**

---

Track existing professional development opportunities and needs through campus surveys for the purpose of creating and implementing a strategic campus employee development plan with the guidance of the Office of Organizational Effectiveness and Development.

*Key performance indicator:* Benchmark list of existing Professional Development Offerings. Identify new Professional Development needs indicated by Partners Conference and WC Professional Development Survey. Satisfaction rates by survey on new professional development offers by all affected employee groups.  
*Estimated completion date:* June 30, 2017

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