TABLE 1:

1. ACCESS:
   ● Financial
   ● Accountability–Establish measurable benchmarks

2. STUDENT SUCCESS:
   ● Student voice, involvement

3. PROGRAM EXCELLENCE:
   ● Career Services
   ● Academic pathways to workforce
   ● Stackable credentials
   ● Rigor of academic programs
   ● Hands-on experiences
   ● Suggested Programs: Health Related Professions, Information Technology, STEM

4. COMMUNITY ENGAGEMENT:

5. DIVERSITY:

6. STEWARDSHIP:

MISSION:
Affordable access

VISION:
Values that guide every interaction within the College and Community, example: T2R2 (truth, trust, respect, responsiveness). Make decisions proven on common understanding of values (Board discussion needed)
**TABLE 3:**

1. **ACCESS:**
   - 1.1. Increase student enrollment across all student populations
   - 1.2. Provide courses and schedules to meet community needs

2. **STUDENT SUCCESS:**
   - 2.1. and 2.2 are not clear - need clearer definitions for community.
   - 2.1. OK
   - 2.2. and 2.3 see above
   - HLC terminology is specific.
   - Can completion be added to graduation?
   - Development Education does not need separate language in this document.

3. **PROGRAM EXCELLENCE:**
   - 3.1. Develop and improve relevant and quality programs for PCC students that meet workforce and academic needs
   - 3.2. OK
   - 3.3. Provide a learning centered environment and excellent teaching

4. **COMMUNITY ENGAGEMENT:**
   - 4.1. OK
   - 4.2. OK

5. **DIVERSITY:**
   - 5.1. OK
   - 5.2. OK

6. **STEWARDSHIP:**
   - 6.1 OK
   - 6.2. Keep pace with national trends to meet student and faculty needs

   - Where does universal fit?
   - 3 most important programs: nursing, aviation, entrepreneurship and small business development
   - Honorable mentions: translation studies, automotive, heavy equipment maintenance & operations

**MISSION:**

**VISION:**

PCC with a student first focus, will be recognized as a gateway to individual & community success through high quality educational programs.
PCC will be recognized as our community’s preferred gateway to World class educational programs.

PCC, with a student-first focus, will be recognized as a World-class gateway to individual and community success through high-quality educational programs.

- global, student success, customer service, premier institution, gateway/portal, community engagement, diversity, access, world class leader
TABLE 5:

Why are we here?
$ / jobs
Create a better community
  ● social equity/cohesion

1. ACCESS:

2. STUDENT SUCCESS:

3. PROGRAM EXCELLENCE:

4. COMMUNITY ENGAGEMENT:

5. DIVERSITY:

6. STEWARDSHIP:

MISSION:
Pima transforms our student’s lives through teaching excellence, community partnerships, and developing the prosperity of our community.

VISION:
PCC will be a global leader in providing educational programs that lead to personal and professional success/achievement and economic prosperity.
### TABLE 6:

1. **ACCESS:**

2. **STUDENT SUCCESS:**

3. **PROGRAM EXCELLENCE:**

   Programs:
   - trade employer base
   - non-credit
   - academic
     - aviation
     - health related
     - career and technical Education (CTE) (do better) skills/certificates, not AAS level
     - plumbing
     - IT support
     - carpentry
   - Move CTD type programs
     - electrical, plumbing, HVAC apprentice type -> employment program
   - Marketing is better from private for profits
   - Certificate - connect to jobs -> customize Keep in mind 3
   - Right opportunity right time, clear pathways
   - Transfer - program
   - Non-credit/cev -professional development/personal development
     - Test prep & review (cFinance), workforce
   - Occupational ed - certificates & degrees
   - College must reach out to industry to customize programs
   - Work/leadership readiness

4. **COMMUNITY ENGAGEMENT:**

5. **DIVERSITY:**

6. **STEWARDSHIP:**

Add #7 Focus on Workforce
- Investment
- Outreach
- Staff & faculty
- Need to address the fact that we are on notice - fix OR continuous improvement
- Could core theme be continuous improvement?
  - services
  - community
○ staffing
○ accreditation
● Restoration & CQI
  ○ reflexive and responsive reflection, restorative accountability
  ○ listening, gathering feedback, action ?, critical evaluation & assessment, assess practices

MISSION:

Potential mission statement:
To provide educational opportunities that community wants & needs in order to thrive

● Who is the mission for: internal or external community?
● community, education/educate, skills, outreach, access, partnership, affordability, opportunity, wants and needs, wants to needs, thrive, gateway, pathway, responsible, student centered, lifelong learner

VISION:
PCC is the respected college of choice serving the needs of our community by delivering relevant & responsive world-class educational opportunities.

● college of choice, world class, accessible, affordable/low cost, practical application (practice in life), step into a job, respected, catalyst for social equity, stimulus, transformation, opportunity, premier institution, advancement, student success, economic development (progress), community connected/responsive. If we say it we better do it.
TABLE 7:

1. ACCESS:
   ● Can Pima afford to be all things to all people? Focus on immediate community needs, student needs
   ● Instead of cutting particular programs/areas, reduce/cut all areas, keeping diversity of offerings intact
   ● Spend more time talking to community about student skill levels once they enter the workforce = are they prepared?
   ● Be intentional, not accidental or reactionary
   ● Be open, with limited restrictions. Be proactive, get message out. Be careful about saying who we’re going to let in
   ● Crossovers with success: give students direction (road map). Show pathways
   ● Let community tell us what we need to provide, then take lead in educating public
   ● Find mechanisms with groups without voice to provide input as to what their needs are
   ● 1.1 Don’t increase enrollment just to increase enrollment...what are needs?
   ● Maintain affordability
   ● Let community know who we are and what we offer

2. STUDENT SUCCESS:
   ● 2.3 Define (broadly) “success”
   ● Quantifiable goals
   ● Allow students to articulate their goals; capture it upon enrollment and measure it upon completion. Use tech, as each student’s goals may change over time
   ● Use student’s goals/attainment as measure of success more than benchmarking data
   ● “Completion” is not always the end goal. Change standard of measure
   ● Counseling/advising needs to be improved
   ● Illuminate educational pathways/roadmap

3. PROGRAM EXCELLENCE:
   ● Trades are important, health professions not as big as before. Be relevant! Streamline. (ID Trends)
   ● PCC has so many programs...update them, make them more relevant to community needs, business needs. Learn from proprietaries
   ● Be sure our students are prepared when entering the workforce (keeping up to date)
   ● Make it easier for students to get in/get through (compete with for profit). Make it clear and focused
   ● Promote our programs as hands-on and affordable
   ● “Boot Camp” style training (ie.intensive [more focused])
   ● Staggered classes, self-paced, stacking certificates, short-terms
• Suggested Programs: Health Related professions, Adult education, Developmental education, Occupational/vocational (Aviation, Welding, Automotive), technology “boot camps”, social media certifications

4. COMMUNITY ENGAGEMENT:
• 4.2 Is this realistic?
• 4.1 Make language more direct
• College takes initiative and responsibility, leader

5. DIVERSITY:
• “Foster” >> assure, establish, create. Use more active, direct language
• Reach out to “underserved” population >>K-12, get out into community
• 5.2 more critical than 5.1 (student population is diverse)

6. STEWARDSHIP:
• (narrowly defined here)
• “Mandatory” training on stewardship so we get the same message...leadership academies, succession planning
• “Time, talent, treasure” = stewardship
• reputation/brand
• Responding to taxpayers

MISSION:
“PCC provides access and support for our communities to raise levels of education, opportunities for success and fulfillment of goals”

• No one really like our current one...too vague

VISION:
“PCC will be a leader in providing quality programs and services that ensure the success of our students and foster the economic development of our greater community”

• Add:
  ○ Without limits of educational history (student)
  ○ Values: diversity, accountability, quality, people
  ○ Global engagement, etc., innovation, integrity
  ○ Be: the best, exemplary
• Take out: “will”
• Aspiration...set the bar! Will be a leader in providing…
• Achieve recognition
• Using future tense
TABLE 8:

1. ACCESS:
   - PCC doesn’t know its market thus increase knowledge about its students and community we serve, including those not coming to PCC and coming and leaving
   - ie Family center - one stop to serve - Holistic
   - Current statement seems to focus on younger students, need greater adult focus
   - Different approaches to training and education (flexibility), one size doesn’t fit all
   - Conduct a comprehensive analysis of diverse need of students and community - the multiple markets we serve
   - Develop program, a sustainable, consistent and access process - first time students to enter college
   - Go to them - don’t only assume they - students - come to us
   - Reach out to where people are, community
   - Partnerships must be part of access
   - Involve program faculty
   - Increase retention and graduation rates - timely manner
   - Reduce/Eliminate system barriers, i.e., Louise example of CIS student

2. STUDENT SUCCESS:
   - Embed program excellence into student success
   - Access is an active process
   - Must have excellent relevant programs
   - Must have faculty engaged to have a student success
   - Programs and faculty keep pace with national and global trends
   - Measure success and access
   - Vision, i.e., service learning: Student commitment to community/society positively

3. PROGRAM EXCELLENCE:
   - PCC’s premier programs offering
     - Aviation and Nursing
     - Dental Hygiene
     - Public Safety
     - Driven by National/State/county trends and local needs and desirable to students
   - Market analysis needed first
   - Pathway can be personal interest
     - Need pathways - clear and proactive advising for students
   - System analysis to see how our own process cut student out
   - Re-skills
   - Flexible
   - Adaptable
   - Evidence of jobs
○ meet employment needs
• High impact programs
  ○ Educ workforce to draw employers to Pima county
• Prioritize - metric to better serve community
• If they can get job without the education - why are we offering
• Too many certificates and programs
• Partner with universities to create a pathway to students

4. COMMUNITY ENGAGEMENT:

5. DIVERSITY:

6. STEWARDSHIP:

MISSION:

PCC is accessible gateway for excellence in teaching and learning, educational, cultural, personal and economic enrich the community

Why we exist? PCC is an open gateway to personal and community development
Gateway Partnerships
Access Stewart
Affordable Excellence
Diversity Economic development

VISION:

PCC: A catalyst for innovative and inspirational teaching and learning in leading to excellence student and community success

PCC: A catalyst for innovative and progressive higher education leading to excellence in student learning and community engagement

PCC is an accessible gateway for educational, economic, cultural, and personal and community enrichment

Excellence Progressive
Gateway Leading
Innovation Proactive
Inspiration Catalyst
Economic development Personal enrichment
Social equity Cultural
Student Success
TABLE 10:

THESE NOTES ARE ON THE NOTEPAD - DO NOT INDICATE AN AREA BUT SEEMS TO BE COMMUNITY ENGAGEMENT.

- Do your objectives capture goals/important areas?
- Outcomes and jobs
  - language does not call it out
  - community engagement is important
- Alignment
  - workforce development
  - community engagement
  - recruitment
- Title of section needs to express interest (i.e. workforce, etc)
  - community engagement not strong enough
- Employer success needs to be its own heading
- Business and alignment
  - alignment critical with employers and JTED
  - alignment is central element
  - partnership with Southern Arizona Manufacture
    - curriculum meeting requirements
    - great model
- Industry is crucial
  - need industry input (to meet their needs and provide employment)
- What would lead to better outcomes?
  - Economic Transformation implies alignment community engagement
  - Access - i.e, Partnership with Pima One Stops

NOTE: Community engagement may be interpreted as working with churches, etc.

- Economic transformation instead of community engagement
  - industry is ready to do it
  - be honest
    - community not happy with our college
    - deal with reality as is
  - College and community not communicative
    - broken community
    - where do it start?
    - VP of workforce Development has been hired
- Lee Lambert and Ian (VP of Workforce Development) know how to engage community
- Aviation Center great program
- Internships are crucial
• Industry also has a responsibility in coming together (to ask for ?? instead of all over the place)
• Industry led discussions
  o Alignment piece
  o Workforce piece
• Industry driving a particular objective.
• Communication has been a problem
  o PCC needs to be in a position of agility to move much faster; be ahead of industry
• Maybe have a 3rd component to community engagement
  o Alignment
  o Responsiveness/flexibility
  o Agility
• Needs to be a relationship with University of Arizona; communication breakdown
  o Communication needs to be improved

1. ACCESS:
• PCC is really behind on online classes
• PCC needs to address needs; top 3:
  o Online offerings
  o Response to global economic changes
  o Faculty response to change
• Order of 6 items listed:
  o Does it have any significance?
  o Is there a lack of advisors at PCC?
    ■ Students trying to transfer to University of Arizona have a mis-matched of courses where they cannot transfer the courses
  o Curriculum alignment?
  o University of Arizona South is being very successful in curriculum
  o Shared responsibility between PCC and University of Arizona re: curriculum alignment
• This is a great time to re-invent (start over) the College?
  o It needs to lead in everything it does
  o Community needs to know where the college is and what it’s needs are

2. STUDENT SUCCESS:

3. PROGRAM EXCELLENCE:
PCC invest more in more programs
• Vet Tech
  o Pets are family members to many people
  o This is a “niche” that has not been fully explored
• Campuses should have central programs
● How do you look at education?
  ○ It will depend at what level (certificate, degree, etc.)

**PROGRAMS:**
- Electronics - Logistics/Commence
- Optics
- Machinery
- HVAC
- * Information Technology - Computer Science
- Health Care
- * Cyber Security
- * Trades - Construction, Etc
- Mining
- Biotech
- Logistics
- Commerce
- Sheet metal working

4. COMMUNITY ENGAGEMENT:
- Community engagement? Keep or replace

5. DIVERSITY:

6. STEWARDSHIP:

**MISSION:**
The mission of Pima Community College is to provide educational pathways to employment and regional economic prosperity.

- Aligned pathways needed for all students
- Connected to successful outcomes (such as employment)
- Robust career exploration
  - Needs to start in high school
- Mission statement needs to be as short as possible
  - The longer it is, the harder it is to remember it

The mission of PCC is to develop our community through learning.
- provide educational pathways to employment and regional economic prosperity.
- cutting edge
- growth
- how do you measure prosperity?
VISION:
The vision of Pima Community College is nationally recognized through cutting edge instruction for education and employment.

- To provide cutting edge educational pathways and growth.
- Educational pathways to employment and regional economic prosperity
- Provide educational pathways
- Need to think about what the focus of the college is --personal interest, degree obtaining, etc.
  - PCC needs to realize that it cannot provide everything for everyone; it is ok to let prospective students that institution X is better for them

Data driven manner needed - DOL/DOE stats
1. Aligning to Workforce demand
2. Online demand/offerings
3. Aligning with universities/other higher education, JTEDS, all educators

Regional Needs (top 3 programs)
1. Information Technology
2. Computer Science
3. Cyber Security

Top 3 Programs Needed:
1. Information Technology
2. Trades related to construction, HVAC< Machinists
3. Electronic Technicians

Trades
- Machinist
- HVAC
- Construction
- Plumbing

- Alignment, Agility: Essential + Flexibility
- Business community connecting with the faculty
- Outcomes - Job driven
TABLE 11

1. ACCESS:

2. STUDENT SUCCESS:

3. PROGRAM EXCELLENCE:
   - PROGRAMS:
     - Aviation
     - Solar energy
     - Manufacturing technology
     - STEM
     - Visual and performing arts and access to community
     - Healthcare
     - Life Long learners (personal interest, attainment)
     - Support and Encourage (lifelong learning)
     - Provide programs that develop students talents and achievements of personal goals.

4. COMMUNITY ENGAGEMENT:
   - Proactive Board communication
   - Creative environment in which community feels involved
   - Promote community engagement with BOG

5. DIVERSITY:
   - What is college doing for diversity workforce and outreach?
   - Foster the will and culture
   - How does the college define workforce?
   - Commitment to diversity
     - Resources
     - Implementation
   - Diversity - International development: How can we embed in 5.1.
   - ? that supports global/international education

6. STEWARDSHIP:

   MISSION:

   - Affordable access
     - Dynamic
     - Diverse
   - We liked Alleghany CC’s mission
     - Personal success in our changing global society
   - Diverse student population
   - We like Halifax CC’s mission
     - Personal development
- Personal quality of life
- Contribute to their communities
- Transforms and enriches (PCC)
- Responsive to individual differences (PCC)

**VISION:**

- Austin: modified with “?” instead of “preferred gateway”
- Students happy, community prosperous
- Long term vision: absence of poverty
- Cuyahoga: second sentence
- Mesa: Local and global community
<table>
<thead>
<tr>
<th>TABLE 12:</th>
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<tr>
<td>1. ACCESS:</td>
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<tr>
<td>2. STUDENT SUCCESS:</td>
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<td>3. PROGRAM EXCELLENCE:</td>
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<td>5. DIVERSITY:</td>
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<td>6. STEWARDSHIP:</td>
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**MISSION:**
Efficiently and effectively develop individual values, talents and goals that will meet the changing needs of a thriving and prosperous community.

- Meet needs of workforce
- Access
- Open door
- Care about individual students
- Start in high school

Efficiently deliver value adding capability in the student to deliver value themselves

- Individual goals
  - Contribute
  - Connected to community
- Continuous assessment of community needs for continuous college improvement
- Let's say YES to each other!
- Make it easy for students
- Welcoming to all students
- Desirable
- Community’s first choice
- OUTREACH

**VISION:**
Tucson’s first choice for learning

- Outreach
- Culture change
- Internships
- Certifications
- Agility
- Partnerships
- Satisfy immediate need
- Future oriented
- Dual enrollment
- Customer Service
TABLE 13:

1. ACCESS:
   - Strengthen outreach efforts
   - Strengthen public relations campaign
   - Target K-12 (How: more adult education funding, elementary->high school, parents & special populations, 18-25 adults/parents, read out to those not in school)

2. STUDENT SUCCESS:
   - Look at distribution of programming throughout district
   - Enhance career guidance and clear pathways
   - Special programming for students

3. PROGRAM EXCELLENCE:
   - Expand the concept of "meeting workforce needs" to a concept "meeting student needs which transcend to employability success"
   - Special programs for students, i.e. Summer Bridge (HS to College), more dual enrollments, Progress (adults), ACE (2+2+2), Increase IBEST offerings
   - Workforce development -> opportunities to strengthen
   - "update PCC programs according to the needs of industry
   - Have program faculty & administrators reach out to industry leaders
   - More partnerships with community agencies to co-write grants (e.g. HPOG, TAACCCT, NACPTTEC grants)

4. COMMUNITY ENGAGEMENT:
   - 4.1 Add: “community stakeholders” to “business and industry stakeholders” and “government entities” and “external stakeholders” These would be listed out for specific partners.

5. DIVERSITY:
   - 4.1 Further the concept of “fostering a culture…” We need targeted, specific programming, student success efforts to reinforce/support students’ backgrounds.

6. STEWARDSHIP:
   - Add new 6.3 “Fostering a culture of community stewardship with students” to teach and empower them with a shared responsibility of identifying resources

MISSION:
Version 1: The mission of PCC is to provide high quality, affordable access to education that meets workforce, educational and cultural needs of our diverse community.

Version 2. The mission of PCC is to provide high quality, affordable, accessible, educational programs and services that meet the needs of our culturally diverse community.
VISION:

PCC is a progressive premier educational community that embraces diversity, nurtures personal growth and inspires academic & economic leadership.

Other notes:
· To promote our institutional culture to support diversity, inclusivity, & awareness.; be mindful of our HIS status, our student populations, we are tribal partners, etc.
· We (PCC leaders) need to strengthen our communication & collaboration with our external constituencies
TABLE 14:

2. STUDENT SUCCESS:
   - 2.2 Use completion rate (academic goals met)
   - Skills awards
   - 2.4. Career job attainment data. (add job placement)
   - Meet workforce needs
   - Align program of study to gainful employment
   - High wage/high skills
   - Flexible schedules
   - Add clearly articulated pathways

3. PROGRAM EXCELLENCE:
   - Mining technology
   - Diesel
   - Warehouse management
   - Software Development
   - Transfer
   - Relevant, current that leads to good pay & meet community needs
   - Curriculum, tools of the trade that support industry
   - On-site training/education at business sites
   - Support the units & strengthen the process for new curriculum/program development
   - Embed advisors with occupational programs and into student orientations
   - Improve transfer advising

5. DIVERSITY:
   - Add internationalization (cultural competence)
   - Embrace value of diversity

Notes building up to the mission statement:
   - Promote student success
   - List types of education for completion
   - Provide affordable education
   - Economic development
   - Success in a changing global society serving diverse community needs
   - Economic health of our community

Relevant, quality education to ensure PCC student success in a changing global society through affordable, relevant educational programs that strengthen our community economic development.
MISSION:
The mission of PCC is to ensure student success in an ever-changing global and diverse society through affordable, relevant educational programs.
TABLE 15:

1. ACCESS:
   ● Enrollment:
     ● Must be valuable to student developmental education
     ● What can people do to success
     ● Be clean about that
     ● Look out to horizons to identify needs
     ● Success of the student coming through the system
   ● Preparation:
     ● Work more with community stakeholders so that a pipeline can be created.
     ● Trio programs, counselors (from PCC) located at K-12.
     ● VSE a system approach
     ● Students centered at every level of education

2. STUDENT SUCCESS:
   ● Staffing (all stakeholders) should be part of success. Staff have to be prepared for students coming in.

3. PROGRAM EXCELLENCE:
   ● Aero defense
   ● Biotechnology
   ● Natural Resource Management

4. COMMUNITY ENGAGEMENT:
   ● Outreach efforts: Going back further, K-12 as early as possible
   ● Provide appropriate pathways and they should be clean
   ● Building partnership to improve developmental education with K-12

   Preparation:
   ● College ready class on site at each high school. Split for Pima+UofA
   ● Data sharing with K-12 identifying needs at K-12

5. DIVERSITY:

6. STEWARDSHIP:
   ● Adding compliance
   ● Compliance umbrella: state, federal and local
   ● Oversight and continuous improvement transparency
MISSION:
PCC’s system approach engages our diverse Community through access + student success by providing program excellence and accountability.

VISION:
PCC puts students first
### TABLE 16:

#### 1. ACCESS:
- Plays to Pima’s strengths
- Addressing “CC stigma”
- Student focus “be user friendly”
- Consistent Service
- Build stronger relationship
- Change Community needs to include student needs.
- Add advocacy into access
- Website more pronounced for registration
- Ease of use of website specifically finding courses for online
- Website not user friendly

#### 2. STUDENT SUCCESS:
- User friendly access
- Personal touch rather than emails
- Follow-up with issues (ex. Vail student trying to register)
- Customer service
- Website more intuitive
- Chat option for 24x7
- Market and align with UA “start at PCC, finish at the UA”
- Intrusive counseling
- Help students set goals
- Market affordability
- Play to Pima’s strengths
- Pima students are more prepared w/70% grad rate from UA
- Continuity/Customer service value relationships - “advising profile”
- Clear pathway to success - certificates and degrees to transfer
- Get HS counselors to see Pima
- Join HS visits with Pima and Us
- Market partnerships so students know where jobs can be
- Pipeline UA & Pima
- Tailored marketing
- Recognize different support needs
- Flexibility in curriculum delivery
- Stackable credentials

#### 3. PROGRAM EXCELLENCE:
- More flexible curriculum delivery
- Modular based, competency based, stackable credentials
- Key programs:
  - Renewable resources program
  - Nursing program (connected to 4 years)
○ Software development (Web development and other programming)

4. COMMUNITY ENGAGEMENT:
   ● Publicize business relationship
   ● Target marketing

5. DIVERSITY:
   ● Recognize the differing support needs of each population - assume high support need

6. STEWARDSHIP:

   MISSION:
   Mission Statement: Need focus on individual development, students, faculty and staff to champion individual educational success by providing high-quality, consistent service.

   VISION:

   PCC will be recognized as an exemplary educational institution that offers flexible and affordable opportunities by focusing on “every individual, every day”