Pima Community College Strategic Plan 2014-2017

Chancellor's message
The Pima Community College Strategic Plan will guide the College as it strives to continuously improve service to students and the community. It is the culmination of eight months of data collection, analysis and deliberation by internal and external constituents united in the conviction PCC must give all who walk through our doors every opportunity to achieve the American Dream.

College leadership recognizes that a re-imagination of the institution's planning process is necessary. Reviewing institutional planning is one of my cornerstone goals, and one of the priorities of the PCC Governing Board. We appreciate that public institutions such as PCC exist to serve their constituents, i.e., taxpayers and students, and thus should provide as detailed an accounting as possible of the strategies and tactics designed to further the interests of those constituents.

A clear impetus for improving strategic planning is the decision in April 2013 by the Higher Learning Commission (HLC), the College's accrediting organization, to place PCC on probation. In notifying us of the sanction, the HLC said the College was out of compliance with Core Component 5.C of its Criteria for Accreditation, "The institution engages in systematic and integrated planning."

Probation set into motion an Institutional Self-Study, a comprehensive self-examination of College processes, policies and goals. More than 300 employees, students and community members have been conducting the Self-Study. This evidence-based inquiry revealed PCC was out of compliance with HLC criteria in 19 of 125 areas, including strategic planning. In October 2013, a Planning Fast Action Team of subject-matter experts convened. Its charge: identifying and analyzing gaps in College planning; benchmarking; researching best practices to devise a broad-based, comprehensive solution; and developing measurable indicators of performance.

The Planning Fast Action Team and other teams began collecting sophisticated data on the economic, political and sociocultural landscape at the local, regional and national level. The information augmented an Environmental Scan update conducted by the College's Planning and Institutional Research office in the summer 2013. We also examined the strategic plans of a wide range of organizations, from the American Association of Community Colleges to the voter-approved Plan Tucson to The University of Arizona's Never Settle. I am acutely aware that aligning the College with like-minded entities is crucial to effect meaningful change for students and the community – we can't go it alone.

From this information emerged 18-20 trends that served as the basis for the PCC Futures Conference in February 2014. This collaborative discussion by more than 200 thought leaders and stakeholders from inside and outside the college – representatives from the education, business and industry, government and community sectors participated – distilled the trends into the six initiatives that comprise the high-level framework of the Strategic Plan. Over the past few months, the College's Strategic Planning Committee has been incorporating insights from finance, facilities, government relations and other PCC units in order to ensure the plan's

elements align with current operations, and to flesh out the initiatives with measurable strategies that can be implemented over the next three to five years.

The strategic plan serves multiple, integrated functions. It represents the College's commitment to listening to the community and taking diverse viewpoints seriously. It allocates resources to further our mission – to develop our community through learning – and creates objective measures of our success in fulfilling the mission. It harmonizes operations, budgeting, student learning assessment and other College processes. Importantly, the plan is flexible and can adapt to rapid changes in politics, economics, demographics and technology. History, and especially the history of education, is replete with plans that were filed away, unrealized, because they could not account for global forces. PCC's strategic plan invites interaction with the outside world.

Publication of the Strategic Plan is a milestone but not an endpoint. The College's six campuses and other numerous units used this document as a guide as they developed plans of their own during spring and early summer of 2014. Those plans can be accessed through the College website. The Strategic Plan will be reviewed each year to ensure it remains relevant to the College and our community. We intend to reconvene the Futures Conference to determine, again with the collaboration of community partners, what went right, what went wrong, and what changes need to be made to respond to the rapidly changing landscape of the 21st century.

In meetings with students, employees and members of the community, I often ask, "What is your North Star?" In other words, what is your unwavering goal, your passion, the aspiration that other aspects of your life revolve around? For a diverse, dynamic organization such as Pima Community College, our strategic plan describes our institutional North Star. It is a shared vision derived from engaging the community in an honest conversation about its needs and expectations. Taken together, its directions and initiatives mark the path we will take to fulfill our organization's commitment to create a college that puts students first.

Lee D. Lambert, J.D.,
Chancellor
Pima Community College

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

    1.1. Submit the Self Study
    1.2. Host the site visit
    1.3. Attend the HLC hearing
    1.4. Implement the recommendations from the HLC
    1.5. Create an infrastructure that will institutionalize accreditation and compliance matters

Next review: Spring 2015

Strategic Direction 2. Improve access and student success

    2.1. Operationalize the recommendations from the Developmental Education Redesign Committee
    2.2. Implement changes based on the findings of the Student Services Redesign Committee
    2.3. Increase college enrollment, especially first-generation college students, students over 25, Hispanic students, and other underrepresented populations
    2.4. Increase the rate at which students with a transfer goal successfully transfer to a four-year college/university
    2.5. Use data to identify student "loss and momentum points" along educational pathways and provide student and instructional support at such key points
    2.6. Reconfigure career programs using instructional pathways built upon stackable credentials and completion points.
    2.7. Develop and implement a strategic enrollment management plan

Next review: Spring 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
    3.2. Develop high school partnerships to increase college-readiness for all high school graduates
    3.3. Expand community partnership to more fully engage all demographic segments associated with traditionally marginalized populations.
    3.4. Engage with community partners to provide a welcome and supportive pathway to PCC
    3.5. Develop community-based partnerships to encourage enrollment in college, especially for those students who would be first-generation in college
    3.6. Restore trust within our external and internal communities.

Next review: Spring 2015

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

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

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

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

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

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

Next review: Spring 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**.**

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

5.3. Diversify the workforce of Pima Community College

Next review: 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)

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

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

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.

Next review: Spring 2015