Creating a Culture of Change at Pima Community College

August 25, 2015
A MISSION STATEMENT...
...defines the present state or purpose of the College and addresses what we do and for whom.

PCC’S MISSION
PCC provides affordable access to educational opportunities that support student success and meet the diverse needs of our students and community.

A VISION STATEMENT
...describes the optimal desired future state of the College and functions as our “north star.”

PCC’S VISION
PCC will be a premier community college committed to providing educational pathways that ensure student success and enhance the academic, economic and cultural vitality of our students and diverse community.
PCC’S VALUES

Collaboration  Communication  Excellence

Integrity  Open Access  People

CORE THEMES...

...are priority areas identified by internal and external stakeholders that reflect the central themes within our mission.

PCC’S CORE THEMES

Student Success

Access  Institutional Effectiveness
Program and Teaching Excellence  Diversity, Inclusion and Global Education
Student Services  Community Engagement
COLLEGE PRIORITIES

ENROLLMENT

ORGANIZATIONAL CHANGE

HLC

- Successfully meet all criteria
- Integrate the new Mission/Vision

- Recruitment > Enrollment > Retention > Goal Attainment
- Become more student centered throughout the College
- Improve connection to community

- Implement & solidify reorganization
- Continue to reduce budget over next 3 years
- Refine policies, processes and procedures
- Institutionalize change management
- Education and Facilities Master Plans
- Expenditure Limitation Study Committee
What will prevent our success?
PCC Cultural Disconnects/Dysfunctions

- Lack of Urgency
- Lack of Trust
- Lack of Constructive Conflict
- Lack of Commitment
- Lack of Accountability
- Inattention to Results
- Poor Communication and Coordination
- Confounding Policies, Processes and Procedures
PCC Culture – We Are Change Averse

URGENCY?
What URGENCY?

Legacy of Accreditation Concerns

Higher Education Threats

Budget Concerns

Persistent Enrollment Challenges
Legacy of Accreditation Concerns

HLC Status: Probation 1989

HLC Focused visits in 1984, 1994, 1999


HLC Status: Probation 2013

HLC Status: On Notice 2015
What is preventing urgency?
What can we do to stimulate it?
Qualities of Functional Teams

**Functional**
- Building Trust
- Holding the right kind of Conflict
- Making a Commitment
- Acceptance of Accountability
- Attention to Results

**Dysfunctional**
- Absence of Trust (Skepticism/Distrust)
- Fear/Avoidance of Conflict
- Indecisiveness
- Accepts mediocrity, misses deadlines, deliverables
- Individual over goals
John Kotter’s 8-Step Process for Leading Change

1. Create a Sense of Urgency
2. Build a Guiding Coalition
3. Form a Strategic Vision and Initiatives
4. Communicate the Change Vision
5. Enable Action by Removing Barriers
6. Generate Short-Term Wins
7. Consolidate Improvements and Accelerate Change
8. Anchor Changes in Organizational Culture
How do we adapt the organization to a more constructive model?

How do we move the Organization to Change?
Expectations: Your role in the change

**Thoughtful Leadership**
- Be Fair, Reasonable, and Consistent
- Follow processes wisely
- Listen to those who will be impacted
- Look for indicators of what is happening (use all your senses)
- Hold ourselves and others accountable
- Limit black/white thinking (gray areas are the norm) (situational leadership)
- Don't be afraid to take risks - *inaction is more dangerous*
  - Mistakes happen. Learning and improvement are what matters
- Make sure you have the right people in the right positions with the knowledge skills and abilities
Decisions

• Are we studying the right problem?
• Are the right people involved?
• What are the options?
• What are the risks (pro/cons) of the options?
• What is the recommendation?
How can the executive team help you succeed in your areas?
Future Realities

• Resistors and cynics will undermine change
• Structures and leaders are currently not positioned, trained, and prepared to enable change
  – People
  – Policies
  – Processes
• We need clear tools to facilitate change
• It will be hard
• It will be rewarding
Next Steps