

PUEBLO COMMUNITY COLLEGE

STRATEGIC PLAN 2008-2012



Pueblo
Community
College

Vision

Pueblo Community College is a premier teaching institution providing students assured success pathways to relevant and progressive career, transfer, and personal growth opportunities.

Values

We affirm the value of our students, our employees, and the diverse communities we serve. The following values inform and guide our daily work:

- Open access to higher education
- Focus on learning
- Personalized teaching strategies and relationships
- Effective communication
- Appreciation of diverse cultures and backgrounds
- Preservation and advancement of our Hispanic Serving Institution (HSI) designation
- Inventive thinking
- Digital-age literacy
- Responsible citizenship

Mission

Our mission is to foster higher learning, student success, and service to our communities.

Strategic Objectives

- 1.** Offer all students a mentored and focused pathway to success to ensure they graduate with the relevant 21st-century skills.
- 2.** Support and engage the “whole student” through assured success strategies in learning, leadership, and life skills.
- 3.** Become a recognized innovator in higher education programs and curricula.
- 4.** Strengthen the regional workforce to contribute to economic growth and vitality in Southern Colorado.
- 5.** Foster professional development and leadership opportunities for all employees.
- 6.** Implement state-of-the-art continuous improvement processes including assessment and reporting.



Objective 1

Offer all students a mentored and focused pathway to success to ensure they graduate with the relevant 21st-century skills.

Strategy 1:
Expand regional awareness of and access to higher education opportunities.

Action Step 1: Develop a focused marketing capability that can measurably impact local and regional awareness of PCC services.

PM: Write a marketing plan describing activities, benchmarks, and measurements of regional awareness by May 2008. Observe measurable increases in regional awareness of PCC services by December 2008. Document ongoing improvements to the plan and subsequent increases in awareness of PCC services.

Office of Responsibility:
Director of Marketing

Action Step 2: Employ enrollment management principles and strategies to strategically manage enrollment.

PM: Research the field of enrollment management and report to cabinet on the state of the art by October 2008. Implement enrollment management best practices using a phased approach by fall 2009.

Office of Responsibility:
Vice President of Student Services (VPSS)

Strategy 2:
Ensure optimal quality of all educational offerings as measured by assessment of student learning criteria.

Action Step 1: Ensure the quality and efficiency of developmental education through a phased AQIP project.

PM: Define data elements associated with developmental education and generate initial benchmarks of persistence and success by July 2008. Research best practices in developmental education by December 2008. Implement needed improvements during spring 2009. Continue semester-by-semester measurements to assess effectiveness.

Office of Responsibility:
Vice President of Learning (VPL)

Action Step 2: Improve student success rates in all degree and certificate programs.

PM: Each program chair will report to the Deans and VPL on benchmarks, methods, targets, and appropriate measures of success by December 2008.

Office of Responsibility: VPL

Objective 1

Strategy 3:

Develop our understanding of and capacity for “21st-century skills” instruction.

Action Step 1: Identify 21st-Century skills needed for transfer and workforce success.

PM: Research 21st-Century skills and their application in community college education, and present findings to the campus community, by fall 2009.

Office of Responsibility: VPL

Action Step 2: Provide professional development in 21st-century skills instruction.

PM: Through the PCC professional development program, implement a series of training workshops in 21st-Century skills for faculty by fall 2010.

Offices of Responsibility:
Arts & Sciences Dean (A&S Dean)/
Human Resource Director (HR Director)

Action Step 3: Ensure quality and growth in online and other alternative delivery options.

PM: Bring the online quality assurance Action Project to an end by May 2008. Begin implementing improved online courses by fall 2008. Observe growth in PCCOnline retention rates by fall 2010.

Office of Responsibility: VPL

Strategy 4:

Provide resources for services beyond graduation.

Action Step 1: Add a job placement component to the services we provide students.

PM: By spring 2012, develop a job placement program as part of the Student Services division; the program will have, at a minimum, clearinghouse functions.

Office of Responsibility: VPL

Action Step 2: Track the success rates of students who transfer to four-year institutions.

PM: By fall 2009, develop a reliable process to study success rates of PCC students who have transferred to four-year institutions.

Office of Responsibility: VPL

Objective 2

Support and engage the “whole student” through assured success strategies in learning, leadership, and life skills.

Strategy 1: **Significantly improve student engagement in learning, service, and campus life.**

Action Step 1: Respond to the findings of the Community College Survey of Student Engagement with targeted improvements to enhance student academic engagement and thus retention/graduation.

PM: Through Title V, implement a first-semester experience program for freshman students. The program will phase in implementation of learner-centered classroom engagement, learning community, and poverty initiatives; it will also sponsor improvements to the design and delivery of developmental education (see Objective 1, Strategy 2). Title V will develop a timeline for phased implementation of the first-year experience by fall 2008, with benchmarks and performance measures related to engagement, retention, and graduation.

Office of Responsibility:
Director of Retention

Action Step 2: Redesign and reconfigure the main campus library to provide greater access to students and enable them to pursue learning actively and socially within the library walls.

PM: By April 2008, wireless internet service will be available in the library. By fall 2008, the library will begin to be reconfigured to support collaborative learning and greater engagement of students with faculty and library staff. By April 2009, library utilization rates will show measurable increases and student/faculty satisfaction surveys will indicate positive qualitative results.

Office of Responsibility: A&S Dean

Action Step 5: Develop student leadership skills through mentoring, role modeling, and direct experience initiatives.

PM: By spring 2009, research best practices in student leadership development and propose a model to Cabinet.

Office of Responsibility: CETD Director

Objective 2

Strategy 2:
Streamline enrollment and advising services to provide maximum convenience for the student.

Action Step 1: Implement a permanent one-stop enrollment process.

PM: By December 2008, present to Cabinet a strategy for moving forward.

Office of Responsibility: VPSS

Action Step 2: Improve effectiveness and efficiency of advising.

PM: By fall 2008, develop a plan for optimizing the effectiveness of New Student Orientation and instituting intrusive advising practices.

**Office of Responsibility:
Director of Advising**

Strategy 3:
Expand provision of services to include health care, child care, and social support systems.

Action Step 1: Open a health center to provide basic health services to students

PM: By April 2008, develop a business plan to establish a student health center on the main campus. By fall 2008, make health center services available to students on the main campus. Also by fall 2008, develop a strategy to extend health services to branch campus students.

Office of Responsibility: VPSS

Action Step 2: Explore childcare options and partnerships that can serve our students.

PM: In each grant year until 2012, pursue funding to support an expanded childcare effort at PCC including the branch campuses. Performance will be measured in terms of the number and quality of formal contacts, and in the number of proposals submitted.

Office of Responsibility: VPSS

Objective 3

Become a recognized innovator in higher education programs and curricula.

Strategy 1: Expand opportunities for collaboration with our K-12 partners.

Action step 1: Build the Early College program by increasing investments in faculty, curriculum, and facilities.

PM: By June 2008, provide a report to Cabinet on the success of the Early College program in 2007-2008. Report should include quantitative and qualitative evidence to support its conclusions. Cabinet will recommend modifications to the program as necessary to ensure improvement in the short-term and significant expansion in the long-term.

Office of Responsibility: VPL

Action step 2: Increase our outreach into all levels of local schools to promote college opportunities.

PM: Conduct a literature review of best practices in K-12 outreach by spring 2009. Develop a plan by fall 2009 to increase and deepen contacts/relationships with K-12 students. Begin implementing the plan in spring 2010.

Office of Responsibility: Office of Recruitment

Action step 3: Leverage our status as a Hispanic Serving Institution to partner with area high schools under grant funded projects.

PM: By fall 2008, using HACU contacts, identify Title V or other grants to support collaboration between PCC and service area high schools. If such grants exist, begin meeting with K-12 personnel by spring 2009 to explore options for collaborative projects. Submit one Title V grant by spring 2010.

Office of Responsibility: Grant Writer

Strategy 2:

Expand partnerships with local, state, and national four year institutions.

Action step 1: Implement "3 +1" relationships with colleges and universities throughout the state.

PM: Continue exploring possibilities for such partnerships. Establish one "3+1" partnership per academic year beginning in 2008-2009.

Office of Responsibility: VPL

Action step 2: Establish faculty exchanges with Colorado's four-year institutions.

PM: Continue exploring possibilities for such partnerships. Implement the first exchange in 2009-2010.

Office of Responsibility: VPL

Objective 3

Action Step 3: Develop a comprehensive transfer program to provide greater access to four-year education.

PM: By December 2008, develop a process to review, maintain, and revise articulation agreements. (Tie to Objective 1, Strategy 4, Action Step 2).

Office of Responsibility: VPL

Strategy 3:

Expand progressive program opportunities.

Action Step 1: Develop a night/weekend college model.

PM: Document continuous growth in night/weekend offerings each year. As the model grows more robust, provide adequate night/weekend staffing to ensure advising and other student services are provided.

Office of Responsibility: VPL

Action Step 2: Offer greater numbers of condensed courses and mini-certificates relevant to the workforce.

PM: By December 2008, present to Cabinet a strategy and process for developing such offerings through collaboration with our workforce partners.

Office of Responsibility: VPL

Objective 4

Strengthen the regional workforce to contribute to economic growth and vitality in Southern Colorado.

Strategy 1:
Work with regional entities to contribute to economic growth.

Action Step 1: Through regional education, employment, and economic vitality partnerships, work to fulfill common goals and objectives to maximize resource sharing and minimize competition among partners.

PM: By December 2008, develop an internal reporting process to inform institutional leaders about our external partnerships. By May 2009, implement a systematic process for evaluating external partnerships.

Office of Responsibility:
Director of Business & Industry Workforce Training

Action Step 2: Expand programs that educate individuals in the entry level job skills needed for emerging industry clusters.

PM: By May 2009, develop a strategy and mechanism for imparting work readiness skills to the unemployed and under-employed in our service areas.

Office of Responsibility:
Director of Community Education and Training

Strategy 2:
Provide training opportunities to areas that do not have access to current technology.

Action Step: Design and build additional "Mobile Learning Labs" to support workforce and economic development, and complement academic programs, in remote locations of PCC service areas.

PM: By May 2009, develop a business plan to add one mobile learning lab.

Office of Responsibility:
Director of Business & Industry Workforce Training

Objective 5

Foster professional development and leadership opportunities for all employees.

Strategy 1:
Implement formal professional development that is responsive to the training needs of faculty and staff, especially in areas related to the fulfillment of strategic objectives.

Action Step: Create a professional development plan—including a position dedicated to professional development—that will contribute to the success of strategic objectives.

PM: By August 2008, write and present to Cabinet a plan to ensure ongoing professional development for faculty and staff at the main and branch campuses.

Offices of Responsibility:
A&S Dean/HR Director

Strategy 2:
Institute a formal leadership succession plan through which every employee can attain higher instructional, managerial, and leadership skills.

Action Step 1: Study the feasibility of a rotating faculty assistant-to-the-president position.

PM: By spring 2009, present to Cabinet a formal recommendation to establish (or not to establish) a rotating faculty position.

Office of Responsibility: President

Action Step 2: Conduct a research project on best practices in leadership succession by April 30, 2008.

PM: Identify best practices in community college leadership succession and present findings to Cabinet by spring 2008.

Office of Responsibility:
Budget Manager

Action Step 3: Develop a PCC leadership succession plan and begin implementing the plan by fall 2008.

PM: Propose a leadership succession plan to Cabinet for approval in summer 2008. Implement the first phase of the plan in fall 2008.

Office of Responsibility: HR Director

Action Step 4: Devise a strategy to enable comprehensive employee engagement in the shared governance processes of the college.

PM: By spring 2009, present to Cabinet a method for spreading the workload among all employees to avoid overload on those who most frequently volunteer.

Office of Responsibility: President

Objective 6

Implement state-of-the-art continuous improvement processes including assessment and reporting.

Strategy 1: Establish an infrastructure and process for managing continuous improvement through Academic Quality Improvement Program (AQIP) Action Projects.

Action Step 1: Working with College Assembly, Faculty Council, and Cabinet, define the roles and responsibilities of each entity in developing Action Projects to fulfill PCC's commitment to continuous quality improvement.

PM: By summer 2008, write a "Continuous Improvement Infrastructure and Process" report for Cabinet. The report will capture the workings of PCC's continuous infrastructure/processes and will serve as a benchmark for annual review of progress.

Office of Responsibility: President

Action Step 2: Develop the process for recommending, approving, and monitoring continuous improvement projects with College Assembly as the focal entity.

PM: By May 2008, College Assembly will recommend to Cabinet a viable Action Project supporting one of PCC's continuous improvement goals.

Office of Responsibility: Chair of College Assembly

Strategy 2: Develop institutional research capacity to support data-based decision making.

Action Step 1: Bring institutional research assets under one organizational/functional structure.

PM: By fall 2010, establish a fully functioning Office of Institutional Research staffed by a director—responsible for data analysis and reporting to Cabinet—and at least one manager of institutional data.

Office of Responsibility: President

Action Step 2: Provide professional development for institutional researchers.

PM: By spring 2010, create a budget line item to provide ongoing staff development through the national Association of Institutional Researchers as well as state and regional organizations.

Office of Responsibility: VPAF

Objective 6

Strategy 3:
Become fully transparent and accountable to all stakeholders through regular progress reports on the fulfillment of our strategic objectives and other measures of performance.

Action Step: Develop an institutional “fact file” that reports our performance in commonly monitored quality indicators.

PM: By summer 2008, publish a regularly updated fact file on the PCC website.

Office of Responsibility: President

Strategy 4:
Improve assessment of student learning, academic program review processes, and all services/offices of the college.

Action Step 1: Study and implement changes to the Assessment of Student Learning program to enhance the value and credibility of the process.

PM: Write an “Assessing the State of Assessment” report for Cabinet by December 2008. The report will summarize the status quo, compare/contrast the status quo with best practices, and recommend necessary changes to the way PCC conducts the assessment of student learning.

Office of Responsibility:
Assessment of Student Learning Coordinator

Action Step 2: Tie learning outcomes assessment to annual planning and budgeting to ensure the assessment results drive improvements in instruction.

PM: By fall 2008, establish a repeatable process within each academic division through which upgrades to curriculum and/or instruction can be financed using divisional appropriations.

Offices of Responsibility: VPL/VPAF

Action Step 3: Expand measurement to other aspects of institutional operations, especially those identified in the AQIP systems portfolio.

PM: By spring 2009, determine and document at least one performance measure in each category of the AQIP Systems Portfolio. For each performance measure, establish a benchmark, a target, and a deadline for completion. Document progress on this action step in the update of the Systems Portfolio, Category 7.

Offices of Responsibility:
VPS/President

Action Step 4: Develop and implement an annual academic program review process, including quantitative and qualitative analysis.

PM: By July 2009, research best practices and present a viable model for academic program review to cabinet.

Office of Responsibility: VPL