

PUEBLO COMMUNITY COLLEGE  
**STRATEGIC**  
**PLAN**  
**2008-2012**



Version II  
Approved by Cabinet on 9/14/09

# 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
- Institutional culture of continuous improvement

# 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 at both the strategic and daily work flow levels.

(Changed, Cabinet approval June 2008)

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# Strategic 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.**

**Task 1.1.1:** Develop a focused marketing capability that can measurably impact local and regional awareness of PCC services.  
*(Retired July, 2009)*

## **Strategy 2:**

**Ensure optimal quality of all educational offerings as measured by assessment of student learning criteria.**

**Task 1.2.1:** Increase student success in Basic Skills education by including changes in structural, administrative, programmatic, and instructional practices.

**Task 1.2.2:** Improve student success through the identification of critical skills necessary for success in higher education pursuits and incorporate these skills into our learning environment.

## **Strategy 3:**

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

**Task 1.3.1:** Identify 21st-Century skills needed for transfer and workforce success.

**Task 1.3.2:** Ensure quality and growth in online and other alternative delivery options.

## **Strategy 4:**

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

**Task 1.4.1:** Enhance the value and credibility of the Assessment of Student Learning process.

**Task 1.4.2:** Tie learning outcomes assessment to annual planning and budgeting to ensure the assessment results drive improvements in instruction.

**Task 1.4.3:** Define the process for updating and expanding measurements for the AQIP System Portfolio.

**Task 1.4.4:** Develop and implement an annual academic program review process, including quantitative and qualitative analysis.

## **Strategy 5:**

**Provide resources for services beyond graduation.**

**Task 1.5.1:** Add a job placement component to the services we provide students.

**Task 1.5.2:** Track the success rates of students who transfer to four-year institutions.

# **Strategic 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.**

**Task 2.1.1:** Implement a First Year Program to improve student engagement.

**Task 2.1.2:** Improve library services for PCC branch and virtual campuses.

**Task 2.1.3:** Develop student leadership programs to support Associated Student Government, student clubs and student employees of the college.

## **Strategy 2:**

**Streamline enrollment and advising services to provide maximum convenience for the student.**

**Task 2.2.1:** Implement a permanent one-stop enrollment process.

**Task 2.2.2:** Optimize the effectiveness of New Student Orientation

**Task 2.2.3:** Improve effectiveness and efficiency of Academic Advising.

## **Strategy 3:**

**Expand provision of services to include health care, child care, and social support systems.**

**Task 2.3.1:** Open a health center to provide basic health services to students

**Task 2.3.2:** Explore childcare options and partnerships that can serve our students.

# Strategic Objective 3:

**Become a recognized innovator in higher education programs and curricula.**

## **Strategy 1:**

**Expand opportunities for collaboration with our K-12 partners.**

**Task 3.1.1:** Expand and improve the Early College program

**Task 3.1.2:** Increase our outreach into all levels of local schools to promote college opportunities.

**Task 3.1.3:** Partner with area high schools under grant funded projects.

## **Strategy 2:**

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

**Task 3.2.1:** Implement "3 +1" relationships with colleges and universities throughout the nation. *(Stood down as a separate task and will be reflected in 3.2.3 in 2010 version)*

**Task 3.2.2:** Establish faculty exchanges with Colorado's four-year institutions.

**Task 3.2.3:** Develop a comprehensive transfer program to provide greater access to four-year education.

## **Strategy 3:**

**Expand progressive program opportunities.**

**Task 3.3.1:** Develop a night/weekend college model.

**Task 3.3.2:** Offer greater numbers of condensed courses and mini-certificates relevant to the workforce.

# Strategic Objective 4:

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

# Strategic Objective 5:

**Foster professional development and leadership opportunities for all employees.**

## **Strategy 1:**

**Work with regional entities to contribute to economic growth.**

**Task 4.1.1:** Develop and implement a systematic process for evaluating external partnerships in all PCC service areas (Pueblo, Fremont, Durango/Cortez, Four Corners).

**Task 4.1.2:** Expand programs that educate individuals in the entry level job skills needed for emerging industry clusters.

## **Strategy 2:**

**Provide training opportunities to areas that do not have access to current technology.**

**Task 4.2.1:** Design, build, and deploy "Mobile Learning Labs" to support workforce and economic development in health and public safety sectors.

## **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.**

**Task 5.1.1:** Create a concept of operations for institution wide professional development.

**Task 5.1.2:** Provide professional development in 21st-century skills instruction.

## **Strategy 2:**

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

**Task 5.2.1:** Develop and implement a leadership succession plan.

**Task 5.2.2:** Devise a strategy to enable comprehensive employee engagement in the shared governance processes of the college.

# Strategic Objective 6:

**Implement state-of-the-art continuous improvement processes at both the strategic and daily work flow levels.**  
(Changed, Cabinet approval June 2008)

## **Strategy 1:**

**Establish an infrastructure and process for managing continuous improvement projects.**

**Task 6.1.1:** 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.

**Task 6.1.2:** Develop the process for recommending, approving, and monitoring continuous improvement projects with College Assembly as the focal entity.

**Task 6.1.3:** Through the establishment of a Steering Committee, ensure that the College meets the requirements and expectations of the Academic Quality Improvement Program of the Higher Learning Commission.

## **Strategy 2:**

**Develop institutional research capacity to support data-based decision making.**

**Task 6.2.1:** Bring institutional research assets under one organizational/functional structure.

## **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.**

**Task 6.3.1:** Develop an institutional "fact file" that reports our performance in commonly monitored quality indicators.