

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.