

2012- 2015 Strategic Plan

Final version approved by Cabinet on June 18, 2012

Mission: To provide quality educational opportunities that transform the lives of our students, enrich our communities, and strengthen the regional economy.

Vision: Pueblo Community College will be nationally recognized as a premier educational leader and partner committed to providing pathways to higher education, relevant rewarding careers, and personal growth opportunities.

Core Values:

- **Respect for People:** Above all, we strive to create a safe, caring, and supportive environment conducive to the success and well-being of students, faculty, and staff. We welcome diversity of backgrounds and opinions, recognize individual talents, encourage personal and professional growth, celebrate accomplishments, and honor institutional traditions.
- **Affordability:** We believe that all individuals deserve opportunities to reach their full potential through affordable education and training. As an open-access public institution, PCC strives to be the school of choice for all individuals pursuing postsecondary education.
- **Lifelong Learning:** We value and promote lifelong learning for students, faculty, and staff. We strive to create a student-centered learning environment that cultivates critical and creative thinking, problem solving, intellectual inquiry, and global awareness. Through continuing development, we expect faculty and staff to be productive workers, responsible decision-makers, and servant leaders. We believe that learning should occur at the organizational level through knowledge sharing and effective communication.
- **Integrity, Responsibility, and Accountability:** We are collectively committed to advancing our mission ethically and responsibly to earn and preserve the trust of our constituents. We value fair and equitable treatment, participatory decision making, and transparent resource management. We strive to develop an organizational culture that expects high performance and accountability for behaviors, actions, and results in a collaborative spirit.
- **Excellence:** We embrace continuous quality improvement and innovation in all areas of the college. Faculty and staff strive to offer high quality programs and services that respond to the needs of the communities we serve and prepare students for successful careers in an increasingly diverse, global, and technology-driven workplace.
- **Teamwork:** We believe that cooperative relationships are critical to the vitality and long-term success of our institution. We strategically pursue mutually beneficial partnerships with institutions and organizations to help students learn and advance other institutional priorities. Internally, active collaboration within and between departments and operational areas is encouraged. We believe in the importance of nurturing student-to-student and student-to-faculty/staff interactions as a means of promoting student success.

STRATEGIC IMPERATIVE ONE – Awareness and Access

Pueblo Community College will seek to expand and enhance avenues for student access to meet the educational and workforce needs of the individuals and communities it serves.

Strategy 1: Broaden student access through nurturing and engaging first experiences.

Strategy 2: Align programs and services to meet the varied and evolving needs of a diverse prospective student population.

Strategy 3: Strengthen and expand collaborative relationships with educational institutions and other organizations from which PCC receives its students (e.g. secondary and postsecondary schools, businesses and industries, correctional facilities).

Strategy 4: Strengthen outreach through targeted marketing and recruitment efforts.

STRATEGIC IMPERATIVE TWO: Student Engagement and Success

Pueblo Community College will develop a learning environment that helps students acquire the knowledge, skills, and experience necessary for advanced education, successful careers, and personal growth.

Strategy 1: Actively engage students by building meaningful relationships, providing rigorous and relevant learning throughout their community college experience.

Strategy 2: Effectively and efficiently prepare students for college success through appropriate placement, comprehensive support, and innovative educational pathways in remediation.

Strategy 3: Deliver coordinated and integrated academic and student support services.

Strategy 4: Deliver curricula leading to mastery of knowledge, skills, and experiences relevant to career and workforce needs.

Strategy 5: Prepare students for successful transition to advanced education through quality programs, rigorous curricula, and effective transfer services.

Strategy 6: Gather, analyze, and use data to continuously improve instruction across divisions and campuses and inform internal and external stakeholders of students' attainment of knowledge and skills.

Strategy 7: Master the development and delivery of distance learning options, including online, hybrid, and video conferencing courses in order to increase quality educational opportunities.

STRATEGIC IMPERATIVE THREE: Technology, Equipment, and Infrastructure

Pueblo Community College will create and maintain an environment in which students, faculty, and staff have access to leading-edge technology, state-of-the art equipment, and a modern physical infrastructure that is conducive to student success.

Strategy 1: Actively seek and cultivate partnerships to create state-of-the-art learning environments outside of the traditional educational setting and instructional delivery methods.

Strategy 2: Expand collaborative efforts with the PCC Foundation to identify needs and augment the resources necessary to maintain and exceed standards of academic excellence as we move toward a more privatized funding model.

Strategy 3: Develop a fluid technology/equipment and facilities master plan that meets the basic and evolving needs of our students, faculty, staff, and other stakeholders.

Strategy 4: Ensure all college personnel possess and continue to acquire the technical skills relevant to their positions to advance institutional excellence.

STRATEGIC IMPERATIVE FOUR: Affordability and Financial Stability

Pueblo Community College will continue to provide affordable educational opportunities and services to the students and communities it serves.

Strategy 1: Secure institutional eligibility for federal student aid programs while providing students with the information and skills they need to manage their finances wisely in college and beyond.

Strategy 2: Reduce operational costs by maximizing classroom utilization and overall capacity while maintaining quality instruction and meeting students' needs.

Strategy 3: Offset increasing costs of attending Pueblo Community College (e.g. tuition and fees, books and supplies, and transportation) with innovative products and services.

Strategy 4: Expand collaborative efforts with the PCC Foundation to identify and pursue additional funding opportunities through grants, gifts, and scholarships.

Strategy 5: Explore and implement additional auxiliary revenue beyond the general fund to augment the college's operating resources (e.g. conference services, workforce development, and community education and training).

STRATEGIC IMPERATIVE FIVE: Continuous Quality Improvement

Pueblo Community College will master continuous quality improvement in daily operations to deliver superior programs and services to students and stakeholders.

Strategy 1: All employees will practice continuous quality improvement in their daily activities.

Strategy 2: Engage all departments in the development of documented processes to standardize basic procedures, facilitate the sharing of information, and promote innovation and empowerment.

Strategy 3: Identify key performance indicators and regularly assess and communicate the effectiveness of our institutional services.

Strategy 4: Develop a CQI Institute providing professional development opportunities to ensure that faculty, staff, and administrators master the principles of continuous improvement.

STRATEGIC IMPERATIVE SIX: High Performance Workforce

Pueblo Community College will attract, develop, and retain a highly qualified workforce committed to student success and institutional excellence.

Strategy 1: Attract quality hires from diverse cultures, backgrounds, and experiences through consistent and transparent recruitment and selection practices.

Strategy 2: Develop and implement a comprehensive onboarding program for all new employees.

Strategy 3: Create and sustain a work environment that maximizes employee satisfaction, engagement, productivity, and professional development.