

IMPERATIVES FOR STUDENT SUCCESS

The Path Forward...



Pueblo Community College seized the opportunity to keep the momentum moving forward when there was pause to reflect upon the completion of Destination 2015 – Imperatives for Student Success. With the face of higher education changing rapidly and a desire to partner with our communities and stakeholders, PCC knew it was again time to engage in meaningful dialogue that would chart the path forward for increased student access, retention, completion, and transfer.

A robust planning process challenged PCC faculty, staff, students, and community to plan and innovate together. PCC dared to envision its future! Student success remains the core of every imperative, strategy, and key performance indicator. Accordingly, the efforts of this rigorous process are evidenced in the Pueblo Community College Strategic Plan - Destination 2022 – Imperatives for Student Success.

Continuously improving the learning environment for our students and communities is essential to our commitment to always be on the forefront of innovation in education. Ultimately, this strategic plan positions PCC to encourage students to identify their college-related motivations and to then provide these students with the most efficient pathway for academic achievement that addresses their goals. For the many diverse and/or first-generation students who come to PCC blazing their own trails into higher education, student services will continue to evolve, providing the tools and assistance needed for students to attain their dreams.

The mantra at Pueblo Community College is *“The Journey of a Thousand Miles, Begins with the First Step,”* based on a famous quote from the Chinese philosopher Laozi. Destination 2022 provides our stakeholders with the vision and the roadmap for the journey forward.



Dr. Patricia A. Erjavec
President, Pueblo Community College

The Process...

The development of **Destination 2022 – Imperatives for Student Success**, a seven-year strategic plan for Pueblo Community College, provides our stakeholders with a path forward that includes:

- ▶ Transfer Programs
- ▶ Occupational Programs
- ▶ Developmental Education
- ▶ Workforce Development
- ▶ Community Education
- ▶ Student Services

Led by a 20-member Cabinet team, the plan was developed with fidelity and then vetted back out to all stakeholders, over the course of the calendar year 2015, for feedback and additional insight. While the format may look familiar, the process itself was much more thorough and comprehensive. The addition of key performance indicators added a heightened level of accountability and an opportunity for all college personnel to identify their unique role in the successful delivery of this plan.

Seven teams of five members each met on an average of five times to revise not only the mission, vision, and values, but each of the **“Imperatives for Student Success”**. Seven one-hour feedback sessions were conducted that included faculty, staff, student, and community members from Pueblo, Canon City, Durango, and Mancos/Cortez. There were countless hours of additional training, preparation and documentation. In total, over 1000 hours of work by 650 individuals produced this roadmap for academic and student success.

Several common themes emerged and are the focus of this strategic plan:

DESTINATION 2022 Focus of the Strategic Plan	INNOVATION <i>Improving the educational environment</i>
	ACCESSIBILITY <i>Building student confidence</i>
	SERVICE <i>Advancing the local workforce</i>
	VALUE <i>Growing and enriching our network of faculty, staff, and community advocates</i>
	QUALITY <i>Our measure of continuous improvement and success</i>

STRATEGIC IMPERATIVE ONE:

Student 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: Improve student access to and success in college-level classes

KEY PERFORMANCE INDICATORS

- ▶ Increase placement in college-level courses by 2% annually
- ▶ Increase successful completion of college-level general education courses by 2% annually
- ▶ Offer at least three community initiatives that address student social-cognitive needs annually

STRATEGY 2: Deliver comprehensive and integrated academic support services that improve student persistence and completion

KEY PERFORMANCE INDICATORS

- ▶ Increase the percentage of first-year students who persist (fall to fall) by 2% annually
- ▶ Increase the percentage of first-year, minority students who persist (fall to fall) by 2% annually
- ▶ Increase CCCS Climate Survey scores for student support by 5% every two years

STRATEGY 3: Deliver and assess rigorous, innovative instruction that meets institutional, program, and course learning outcomes

KEY PERFORMANCE INDICATORS

- ▶ Develop and offer at least three professional development opportunities each year that align with emerging best practices and needs assessment to deliver and measure rigorous and innovative instruction
- ▶ Improve the level of student achievement in institutional learning outcomes by 2% annually
- ▶ Increase part-time instructor participation in the Assessment of Student Learning process by 5% annually
- ▶ Increase the percentage of courses scoring at least 4.5 on the course average on Student Evaluation of Instruction (SEI) forms annually

STRATEGY 4: Align co-curricular activities with the curriculum

KEY PERFORMANCE INDICATORS

- ▶ Develop and offer at least three co-curricular learning activities each year that are aligned with the learning outcomes of the curriculum
- ▶ Increase annual student attendance at co-curricular learning activities to 25% of the student body by 2022

STRATEGY 5: Ensure graduate knowledge, skills, and experiences are relevant to career and workforce needs

KEY PERFORMANCE INDICATORS

- ▶ Increase "Preparedness" score average on Graduate Exit Survey* by 2% annually
- ▶ Increase "Hard Skill" score average on Employer Survey* by 2% annually
- ▶ Increase "Soft Skill" score average on Employer Survey* by 2% annually

**analytic model pending*

STRATEGY 6: Promote transfer opportunities & increase transfers to four-year programs

KEY PERFORMANCE INDICATORS

- ▶ Dedicate a minimum of 5% of marketing budget to promoting transfer programs annually
- ▶ Dedicate five events per year to promoting transfer programs
- ▶ Increase enrollment in upper division STEM courses by 5% annually
- ▶ Increase minority student enrollment in upper division STEM courses by 5% annually
- ▶ Increase number of transfer-eligible AA and AS degrees awarded by 2% annually
- ▶ Increase number of transfer-eligible AA and AS degrees awarded to minority students by 2% annually
- ▶ Increase transfer rate by 2% annually
- ▶ Increase minority student transfer rate by 2% annually
- ▶ Increase the aggregate response average of relevant CCCS Climate Survey items by 5% every two years

STRATEGY 7: Cultivate the quality and delivery of distance learning programs and course offerings

KEY PERFORMANCE INDICATORS

- ▶ Develop and implement a formal institutional plan that includes both academic and student support for distance learners by Fall 2022
- ▶ Devote 1% of general funds to support online delivery annually
- ▶ Increase enrollment in online courses by 5% annually
- ▶ Increase the number of certificates and degrees offered in the online format to 50% of offerings by 2022
- ▶ Increase the number of unique courses offered online by 7% annually
- ▶ Increase course completion and pass rates in online courses by 5% annually
- ▶ Increase the aggregate response average of relevant CCCS Climate Survey items by 5% every two years

STRATEGIC IMPERATIVE TWO:

Meeting Stakeholder Needs

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

STRATEGY 1: Develop and implement robust marketing and outreach campaigns

KEY PERFORMANCE INDICATORS

- ▶ Increase applicants by 3% annually
- ▶ Increase under-resourced minority (URM) applicants by 3% annually
- ▶ Increase re-admit applicants by 3% annually

STRATEGY 2: Provide an enrollment process that minimizes obstacles

KEY PERFORMANCE INDICATORS

- ▶ Increase the applicant yield by 3% annually
- ▶ Increase the re-admit applicant yield by 3% annually

STRATEGY 3: Deliver, with fidelity, a process that ensures each degree/certificate-seeking student has an academic plan that provides a clear roadmap for completion

KEY PERFORMANCE INDICATORS

- ▶ Increase retention by 2% annually
- ▶ Decrease "unnecessary" credits earned by graduates by 5% annually
- ▶ Decrease average time to completion by 25% by 2022
- ▶ Increase the number of certificates and degrees awarded by 2% annually
- ▶ Increase percentage of students completing a degree or certificate by 2% annually
- ▶ Increase URM graduation rate by 2% annually

STRATEGY 4: Design and implement a guided pathways system (GPS) to completion that is well articulated and understood by all stakeholders

KEY PERFORMANCE INDICATORS

- ▶ Reduce the number of students dropped for non-payment by 5% annually
- ▶ Reduce the number of course cancellations by 5% annually

STRATEGY 5: Develop and deliver a holistic advising model designed to support the GPS

KEY PERFORMANCE INDICATORS

- ▶ Increase retention of remediated students by 2% annually
- ▶ Increase course completion by 2% annually
- ▶ Increase student satisfaction with Student Services by 5% annually

STRATEGY 6: Increase student participation in campus life

KEY PERFORMANCE INDICATORS

- ▶ Increase student use of college health, wellness, and recreation programs and facilities, as measured by headcount, by 10% annually

- ▶ Increase the number of students willing to serve in leadership positions in Associated Student Government (ASG) and the Student Activities Board (SAB) by 10% annually
- ▶ Introduce at least two club sports by Fall 2022
- ▶ Increase membership in student club activities by 10% annually
- ▶ Increase the capacity for the use of social media and participation thereof, as measured by aggregated count of "Likes" and other interactions, by 5% annually
- ▶ Increase student satisfaction on the Community College Survey of Student Engagement (CCSSE) by 5% every two years

STRATEGY 7: Align opportunities for non-degree seeking students with community and business needs

KEY PERFORMANCE INDICATORS

- ▶ Increase duplicated attendance of individual community classes by 1% annually
- ▶ Increase the number of continuing education units (CEU) awarded by 2% annually
- ▶ Maintain a minimum customer overall course satisfaction level of 9
- ▶ Create or modify at least two training opportunities per year based on customer feedback

STRATEGIC IMPERATIVE THREE:

High Performance Workforce

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

STRATEGY 1: Develop and utilize systematic processes for determining appropriate staffing needs and candidate qualifications necessary to meet them

KEY PERFORMANCE INDICATORS

- ▶ Identify national or programmatic standards for staffing levels and ensure all requests for new full-time equivalent (FTE) positions are in alignment with identified standards by 2016
- ▶ Develop a position analysis procedure for positions not subject to national or programmatic standards and ensure requests for those positions are approved based on a positive benefit 95% of the time by 2017
- ▶ Meet credentialing requirements for faculty at 100%, with the possibility that a rare exception is granted by the Chief Academic Officer (CAO) or the Career and Technical Education (CTE) Director, to allow a faculty member to be hired under a limited Professional Development Plan by September 2017

STRATEGY 2: Implement a recruiting strategy that seeks to increase the diversity of our employee groups

KEY PERFORMANCE INDICATORS

- ▶ Develop and utilize a comprehensive diversity plan in our selection process to mirror our Hispanic-serving institute (HSI) status and student demographics by July 1, 2016
- ▶ Increase percentage of qualified diverse applicants for faculty and administrator and professional/technical (APT) positions to 25% by 2022
- ▶ Increase number of diverse employees in APT, faculty, and part-time instructors positions by 10% by 2022
- ▶ Pursue at least one new diverse recruiting opportunity and/or source each year and compare response rate to hire rates to determine effectiveness

STRATEGY 3: Evaluate the quality and success of selection process

KEY PERFORMANCE INDICATORS

- ▶ Identify a benchmark for time-to-hire and meet or exceed that benchmark in 90% of all faculty and APT hiring processes
- ▶ Ensure all new employees meet supervisor expectations at a level of 4.5 or above on a 5 point scale within first year
- ▶ Ensure jobs meet all new employees' expectations at a level of 4.5 or above on a 5 point scale within first year
- ▶ Ensure minimum requirements identified in job descriptions are used at a level of 4.5 or above on a 5 point scale within the first year
- ▶ Ensure primary job duties, as defined in the job description, are performed at a level of 4.5 or above on a 5 point scale in the first year of employment
- ▶ Monitor turnover rate and reduce to less than 10% by 2022

STRATEGY 4: Implement comprehensive performance management training programs that identify how to measure, inspire, and recognize employee performance

KEY PERFORMANCE INDICATORS

- ▶ Require that all faculty, APT, and classified employees attend a performance management training over a two-year period
- ▶ Identify one key performance management area each year and deliver training and tools on that specific area to at least 25% of all employees
- ▶ Train every new supervisor and employee within 90 days of hire or advancement on the PCC performance management process and their role and responsibility
- ▶ Devise and implement an annual recognition program that rewards, based on measurable outcomes, between three and five individuals, departments, divisions, or teams for innovation or team accomplishments by 2019
- ▶ Increase job/supervisor satisfaction, as measured on the CCCS Employee Climate Survey, by 5% every two years

STRATEGY 5: Support employee success and growth through professional development

KEY PERFORMANCE INDICATORS

- ▶ Develop a comprehensive plan to make PCC employees highly competitive for promotional opportunities with a goal that 25% of all positions be filled by promotion from within
- ▶ Provide every employee at least one professional development opportunity per year
- ▶ Ensure that 50%, 75%, and 100% of new employees have participated in New Employee Orientation within 30, 60, and 90 days of hire, respectively
- ▶ Deliver at least two professional development activities each year in an on-demand format
- ▶ Increase the number of professional development activities offered each year in on-demand format by two
- ▶ Utilize internal expertise to provide professional development opportunities in at least 20% of all facilitator-led offerings

STRATEGIC IMPERATIVE FOUR:

Systemic and Sustainable Leadership

Pueblo Community College will provide the leadership to meet the ever-changing needs of the institution and its stakeholders.

STRATEGY 1: Ensure the alignment of college actions with the Strategic Plan and institutional values

KEY PERFORMANCE INDICATORS

- ▶ Establish a baseline and increase attendance and participation in Conversation Days by 5% annually across all college populations
- ▶ Conduct a review of all college audits, findings, and recommendations in the month following the release of the report
- ▶ Ensure the business intelligence and predictive analytics are integrated in all Cabinet decisions

STRATEGY 2: Capitalize upon the talents and perspectives of PCC's multigenerational workforce

KEY PERFORMANCE INDICATORS

- ▶ Offer all employees at least one relevant professional development opportunity or experience per year
- ▶ Increase employee engagement by generation by 5%, as measured by an in-house climate survey, every two years

STRATEGY 3: Respectfully engage stakeholders in open dialogue opportunities and intentional communication

KEY PERFORMANCE INDICATORS

- ▶ Increase attendance and participation in college forums by 5% each semester
- ▶ Invite one or more constituents from the college to attend and participate in Cabinet meetings
- ▶ Increase participation in the President's listening tour by 5% each semester
- ▶ Develop and implement a delivery method through which Cabinet members will best communicate college business to their respective areas by February 2016

STRATEGIC IMPERATIVE FIVE:

Resource Stewardship and Operational Excellence

Pueblo Community College will create and maintain an environment in which students, faculty, and staff have access to a state-of-the-art physical and technological infrastructure that is conducive to student success, while continuing to provide affordable and educational opportunities.

STRATEGY 1: Ensure college data are accurate and accessible

KEY PERFORMANCE INDICATORS

- ▶ Increase the number of unique internal requestors by 10 requestors annually
- ▶ Increase number of reports that are used for decision-making by 3% annually
- ▶ Decrease the number of overdue requests for data by 10% annually
- ▶ Decrease both turnaround and throughput time for low-complexity requests for data by 10% annually
- ▶ Reduce student data error by 5% annually

STRATEGY 2: Align budgeting decisions to the strategic priorities identified by PCC business intelligence and predictive analytics

KEY PERFORMANCE INDICATORS

- ▶ Identify three key strategic priorities per year using business intelligence and predictive analytics
- ▶ Increase additional resources to align and support strategic priorities by 2% annually

STRATEGY 3: Create and maintain a responsive technology infrastructure

KEY PERFORMANCE INDICATORS

- ▶ Increase local area network backbone bandwidth capacity by 100% every third year
- ▶ Increase wireless bandwidth by 20% annually
- ▶ Increase wireless coverage by 5% annually
- ▶ Replace/renew 15% of all installed base technology annually
- ▶ Replace/renew 5% of program-specific technology annually

STRATEGY 4: Sustain a physical environment that is conducive to student success

KEY PERFORMANCE INDICATORS

- ▶ Increase the reserve for facility upgrades and/or improvements by 2% annually
- ▶ Apply 3% of the total annual budget to a renewal account for required information technology (IT) upgrades and/or improvements

STRATEGY 5: Continuously pursue full emergency preparedness status

KEY PERFORMANCE INDICATORS

- ▶ Ensure at least 80% of the Emergency Response Team participate in Emergency Response Team Training (or refresher training) annually
- ▶ Ensure at least 40% of faculty and staff participate in emergency preparedness training (or refresher training) annually
- ▶ Ensure that each campus site stages at least two emergency preparedness drills per semester
- ▶ Ensure that the Chemical Hygiene Officer and the Science Lab Coordinator conduct one complete inspection of chemical safety compliance each semester

STRATEGY 6: Promote and support student use of personal technology

KEY PERFORMANCE INDICATORS

- ▶ Specify in the college catalog the required student-owned technology that aligns with academic pathways by 2022
- ▶ Increase the use of digital course materials in the learning management system, in lieu of printed materials, by 5% annually
- ▶ Increase student wireless usage by 3% per year
- ▶ Increase student satisfaction with technology support on campus by 5% every two years

STRATEGIC IMPERATIVE SIX:

Empowering College Culture

Pueblo Community College will integrate business intelligence and predictive analytics into daily operations, providing the framework for a roadmap for continuous improvement.

STRATEGY 1: Ensure that performance-based funding measures, such as enrollment, retention, completion, transfer, and institutional financial viability, drive all Academic Quality Improvement Program (AQIP) action projects

KEY PERFORMANCE INDICATORS

- ▶ Develop a systematic action project selection process by 2016
- ▶ Increase the number of action projects submitted to the selection process to at least three per year
- ▶ Initiate at least one new action project per year
- ▶ Develop at least five new analytic models per year to track and flag student performance for GPS advising

STRATEGY 2: Establish a cross-functional business intelligence/analytics leadership team to guide the institution

KEY PERFORMANCE INDICATORS

- ▶ Define, document, and implement data governance to identify strategic data needs, business planning, data policies, data standard, and management of data governance activities by Spring 2017
- ▶ Ensure that all operational planning processes include predictive analytics by 2022

STRATEGY 3: Ensure data/information/analytics are understood and available to those who need them

KEY PERFORMANCE INDICATORS

- ▶ Develop a basic data dictionary by December 2017 to be reviewed and expanded each year thereafter
- ▶ Stage at least two professional development events annually to expand awareness and understanding of predictive analytics
- ▶ Deploy at least one feedback mechanism every two years (e.g. Secret Shopper, PCC Promise, Performance Evaluation, etc.) to systematically provide employees feedback they can incorporate into continuous improvement of their daily activities

STRATEGY 4: Establish analytic competencies and expectations for all employees

KEY PERFORMANCE INDICATORS:

- ▶ Ensure that roles and responsibilities are integrated into job descriptions and performance evaluations by Spring 2017
- ▶ Increase full-time employee participation in strategic updates by 10% each year
- ▶ Increase the percentage of strategic updates scoring at or above 10 points by 5% each year following the baseline established in academic year 2015-2016

STRATEGY 5: Employ operational modeling throughout the college to reinforce the use of business intelligence and predictive analytics

KEY PERFORMANCE INDICATORS

- ▶ Develop operational performance indicators for all functional areas of the college by 2017
- ▶ Develop operational models for all functional areas of the college by 2020

Our Vision, Mission, and Core Values

Our Vision:

Pueblo Community College is the first choice for success.

Our Mission:

Pueblo Community College transforms lives, enriches communities, and strengthens the regional economy by empowering individual achievement through a continuum of education.

Our Core Values:

• **Achievement:**

We embrace a diverse student body attending our institution of higher education and support all individuals in attaining high-quality postsecondary credentials across our academic disciplines. Through our retention efforts across the college, we work to keep students engaged and focused on completing their coursework to become highly-skilled professionals and gain the most from their educational pursuits to achieve success in the workforce by meeting the demands of a global economy.

• **Excellence:**

We embrace continuous quality improvement and innovation in all areas of the institution. We deliver high-quality programs and services that respond to the needs of the communities we serve and prepare students for success in an ever-changing, diverse, and global workplace.

• **Integrity:**

We advance our mission ethically and responsibly. We value fair and equitable treatment, participatory decision-making and transparent resource management. We have an organizational culture that inspires high performance and accountability for behaviors, actions, and results in a collaborative spirit.

• **Respect:**

We provide 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.


• **Scholarship:**

We value and promote student, faculty, and staff scholarship. 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 scholarship should occur in all organizational levels through knowledge sharing and effective communication.

• **Teamwork:**

We believe inclusive cooperative relationships are critical to the vitality and long term success of our institution. We strategically pursue mutually beneficial partnerships to help students learn and advance other institutional priorities. We encourage active collaboration within and between departments and operational areas. We believe in the importance of nurturing student-to-student and student-to-faculty/staff interactions as a means of promoting student success.

Alignment Crosswalk

 Pueblo Community College		Pueblo Community College Destination 2022 Strategic Imperatives					
		I. Student Success	II. Meeting Stakeholder Needs	III. High Performance Workforce	IV. Systemic and Sustainable Leadership	V. Resource Stewardship and Operational Excellence	VI. Empowering College Culture
AQIP Categories	1. Helping Students Learn	✓	✓		✓		
	2. Meeting Student and Other Key Stakeholder Needs	✓	✓			✓	✓
	3. Valuing Employees			✓			✓
	4. Planning and Leading				✓		✓
	5. Knowledge Management and Resource Stewardship				✓	✓	✓
	6. Quality Overview						✓
CCCS Strategic Plan 2015-2025 Goals and Strategies	1. Transform the Student Experience	✓	✓				✓
	1.1. Educational Experiences	✓					
	1.2. Student Support	✓	✓				
	1.3. Best Practices	✓					✓
	2. Transform Our Own Workforce Experience			✓		✓	✓
	2.1. Diversity			✓			
	2.2. Employee Recognition			✓			
	2.3. Technological Resources			✓		✓	✓
	2.4. Professional Development			✓			
	2.5. Developing Leadership			✓	✓		
	3. Create Education without Barriers	✓	✓		✓	✓	✓
	3.1. Educational Partnerships		✓		✓		✓
	3.2. Distance Delivery	✓				✓	✓
	3.3. Credit for Prior Learning	✓	✓				
	3.4. Experiential Learning	✓					
	4. Redefine Our Value Proposition		✓		✓	✓	✓
	4.1. Institutional Research					✓	✓
	4.2. Resource Management					✓	
	4.3. Value Promotion		✓				



Pueblo Community College is a member of and accredited by **The Higher Learning Commission**, 230 South LaSalle Street, Suite 7-500, Chicago, IL 60604-1411. Website: www.hlcommission.org. Phone: 800.621.7440. In addition, several programs hold approval or accreditation from national and state level associations and agencies.



For more information on the **Academic Quality Improvement Program**, visit www.ncahlc.org/AQIP/AQIP-Home/



For more information on the **Colorado Community College System**, visit www.cccs.edu.