Pima Community College exists to meet the needs of our students, our community and our nation. The following goals and objectives are set forth with those purposes in mind. Moreover, recommendation(s) tied to goals and objectives should be informed by data based evidence.

Goal 1
Successfully complete and submit all reports needed for reaccreditation under the Higher Learning Commission (HLC).

Objectives:
A. Complete and submit monitoring report by August 1, 2013.
B. Initiate implementation of activities identified in the monitoring report submitted to the HLC by mid-fall 2013.
C. Complete HLC self-study analysis and evaluation phase by the end of November 2013.
D. Align the work of the self-study committees focused on Core Components 2(A), 5(B) and 5(C) with College Action Teams tasked with the responsibilities and duties of implementing the requirements identified by September 2013.
E. Initiate the implementation of required compliance activities identified by all HLC Self-study committees and Action Teams no later December 2013.
F. Develop an outline of criteria to guide the writing of the self-study report no later than December 2013.
G. Retain the services of a Project Manager/team to drive the development of team goals and timelines no later than early October 2013.
H. Submit completed self-study report to the HLC by July 2014.

Goal 2
Improve and strengthen the level of constructive employee engagement College-wide.

Objectives:
A. Conduct a College-wide climate (researched based) survey during the fall 2013 semester.
B. Work to improve College-wide climate through the establishment of a College-wide task force to oversee the development of a College-wide climate action plan by March, 2014.
C. Task force will review and incorporate recommendation(s) from the blueprint for healing consistent with climate survey results and other assessment approaches no later than March 2014.
D. Begin implementation of the climate action plan no later than April 2014.
E. Conduct College-wide student surveys no later than April 2014.
F. Develop and implement a plan consistent with student survey results during the 2014-15 academic year (students shall be included in the development of the plan).
G. Develop a College-wide sexual harassment training program no later than April 1, 2014.
H. Begin training of all College personnel on sexual harassment rights and responsibilities no later than May 1, 2014.
I. Establish a working group to review all College regulations and SPG’s for appropriate alignment with Federal and State law, and Board policy no later than fall 2013.
J. Form a working group to include part-time faculty and staff to conduct a review of current policies, procedures and practices related to use of part-time faculty and staff no later than Summer 2014.
K. Provide the Board of Governors and Chancellor a report on how to better support part-time faculty and staff no later than July 2014.
Goal 3

**Restore professionalism and confidence in the leadership and governance of the College.**

*Objectives:*

A. Work with the Board of Governors to begin implementation of its June 2013 development plan no later than September 2013.
B. Work with Board of Governors to review and revise its policies and bylaws beginning in September 2013.
C. Work with Chancellor’s cabinet on leadership expectations and competencies no later than Fall 2013.
D. Work with campus and district administrative leadership groups (including directors and advanced program managers) on leadership expectations and competencies no later than Fall 2013.
E. Design and implement an administrative leadership development program no later than April 2014.
F. Design and implement a supervisory training program no later than April 2014.

Goal 4

**Increase the level of community engagement by the Board of Governors, the Chancellor and the administrative leadership team within Tucson and Pima County, the state of Arizona and nationally.**

*Objectives:*

A. Develop an outreach plan to work with business and industry, universities and colleges, K-12, neighborhood associations, media groups, community based organizations, community groups, community members, and legislative leaders no later than Fall 2013.
B. Begin implementation of the outreach plan no later than January 2014.
C. Develop a plan for establishing institutional philanthropic priorities in order to identify and engage donors, prospective donors and alumni in support of college goals and objectives no later than the Fall 2013.

Goal 5

**Improve the operational effectiveness of the College guided by data informed and evidence based decision(s).**

*Objectives:*

A. Begin the review of the following selected operations of the College to include program review, HR systems, budget development, institutional planning, scheduling, student recruitment (in-state, out-of-state and international) and retention, student success, veterans services and curriculum development no later than June 30, 2014.
B. Begin the re-design of the Developmental Education program no later than Fall 2013.
C. Implement the new Developmental Education program no later than the start of Fall semester 2014.
D. Conduct a comprehensive assessment of safety and security capacity no later than Fall 2013.
E. Begin implementation of appropriate recommended safety and security changes no later than Spring 2014.
Expectations for **Successful Leadership**

**Open & Honest Communication**

- Tell the truth
- Communicate clearly & with civility
- Explain inconsistencies
- Share information early & often
- Ask for & listen to input
- Communicate performance expectations
- Promote employee development of communication skills (e.g., conflict resolution)

**Fair, Reasonable & Consistent Policies, Procedures, Practices & Processes**

- Apply current policies & procedures consistently
- Avoid favoritism & its appearance
- Try new processes & communicate them
- Help others follow policies & procedures
- Empower people to offer new ideas
- Hold people accountable but don’t blame

**Informed Decision-making & Planning**

- Communicate the decision process early & the reasons behind decisions made
- Involve those who will be affected by decisions in making the decisions
- Use data in decision-making
- Make & review decisions using student success as top criterion
- Take responsibility for decisions

**Accountability**

- Take responsibility for own & employees’ work; use formal evaluation process
- Admit errors & work to fix them
- Honor commitments
- Follow & promote the College’s vision, mission, values & goals
- Promote & evaluate employee development & learning
- Consistently & impartially acknowledge employee achievement

**Leadership & Management**

- Build & maintain trust within area of responsibility
- Plan strategically & act to improve resource levels
- Demonstrate awareness of good practices in work area
- Maintain qualified staff at efficient levels
- Respond to crises as opportunities to improve