

## 2017 Futures Conference, March 10, 2017

### Table: 1

#### Important priorities that were not included on the list:

- NA
- NA
- NA

Discussion notes:

*Enter any discussion notes related to priorities that were not included on the list: N/A*

#### Three most important items for the College to address:

1. Enrollment (#1) and Increase college enrollment, especially first generation college students, student over 25, Hispanic/Latino students, and other underrepresented populations. (#4)
2. Establish guided pathways for in-demand programs. (# 31)
3. Improve the alignment of programs with community needs (#45)

Discussion notes:

It was unanimous that Enrollment is the top priority. The table discussed the overlap and interdependence of many of the items on the list.

#### Identify two actions the College can take to address one of the priorities

**First priority discussed:** *Enter the priority that is being discussed here*

Actions:

1. Develop effective strategies for marketing/outreach to the 25 plus age group.
2. Ensure customer and/or student experience through building relationships and connections consistently starting with the first contact.

Discussion notes:

The table identified that actions regarding enrollment encompass many efforts regarding student success. Retention and persistence is greatly impact enrollment. Enrollment is not simply getting the first time student, it is also about retaining that student.

Multiple data points show us that the 25 plus age group has high numbers without any college education. In addition, high school graduate numbers are predicted to be flat.

## **2017 Futures Conference, March 10, 2017**

### **Table: 4**

#### **Five most important items for the College to address:**

1. 5
2. 33
3. 9
4. 36
5. 12

Discussion notes: Our top 3 items were originally 5, 33, and 9. But after some discussion at the table, we decided that 12 should be among the top 3. After further discussion, and a final vote, we decided that 12, "Prepare our students for work and citizenship in an increasingly global society," would be the most important strategy to analyze.

#### **Identify two actions the College can take to address one of the priorities**

##### **First priority discussed: Prepare students for a global society**

Actions:

1. Increase seamless transfer to BA Degree Programs
2. Ensure Associate Degree programs meet or exceed professional and industry standards
3. Promote, support, and require the ability to demonstrate critical thinking

Discussion notes:

We had a lively discussion about online learning, one side viewed it as access to education the other saw it as not supporting optimal learning.

## **2017 Futures Conference, March 10, 2017**

### **Table: 6**

*Facilitator: Delmas (Del) Dawley*

#### ***Important priorities that were not included on the list:***

- Develop a “Culture” of utilizing innovations in Technology though out all programs;
- Encouragement of Faculty to utilize innovations in technology to engage students;
- Professional Development for Faculty to include innovations in Technology to engage students;

Discussion notes:

The theme of this discussion was to “Embrace Technology” and it’s innovations!

#### ***Three most important items for the College to address:***

1. For Pima’s Fall 2009 Main Cohort from the Voluntary Framework of Accountability (VFA), of the students who placed into developmental mathematics, 22.3% successfully completed a college-level mathematics class within six years. (#18) In other words, 77.6% of the DevEd students in mathematics class did NOT complete a college-level mathematics class within six years.
2. Align College programs, processes, systems and resources to support economic opportunities within Pima County through relationships with local businesses and industry. (#30)
3. Even though the group couldn’t decide on a third are the most addressed issue was connecting with business and industry to solve issues like the reduction of students who do not complete college-level mathematics class within six years.

Discussion notes:

The main idea of all the discussion was that these two tactics could address to a great deal tactic #25 – For Fall 2016 of students who completed the application did not attempt to register for classes.

## Identify two actions the College can take to address one of the priorities

1. **First priority discussed:** For Pima's Fall 2009 Main Cohort from the Voluntary Framework of Accountability (VFA), of the students who placed into developmental mathematics, 22.3% successfully completed a college-level mathematics class within six years. (#18) In other words, 77.6% of the DevEd students in mathematics classes did NOT complete a college-level mathematics class within six years.

### Actions:

1. Action #1 – To get businesses and industry involved to illustrate to students why Mathematics is important to their business and/or industry. In addition, to do this in partnership with community leaders who support additional focus on STEM! (i.e. Debbie Gubernick Agents for STEAM [debbiegubernick@gmail.com](mailto:debbiegubernick@gmail.com); and/or, Steve from Greater Arizona eLearning Association [gazel@gazel.org](http://gazel.org);
2. Action #2 – To have the best teachers, teaching mathematics! (Best meaning those teachers who are not only competent to teach, but those who most engaging with the students)
3. Action #3 - To have Mathematical Courses which are strictly addressing a program's direct needs! For example, Mathematics for Machine Tooling; Mathematics for Fashion Design; Mathematics for Welding and etc.

### Discussion notes:

Much discussion went into this tactic! Everything from having business and industry illustrating at the High School level how participation of business and industry may provide greater insight with the students on why mathematics is key to their business/industry; to field trips to the High School students to local businesses to see, in person why and how mathematics are utilized within that business and industry. The idea being if these business leaders illustrate in a work setting the positions that require some sort of college mathematics they would be motivated to spend more time on mathematics. STEM came up A LOT in our conversation on this issue especially knowing the major businesses and industries within the Pima County Area. In addition, the need for PCC Advisors to see FIRST HAND and to participate with these High School students to identify programs that would lead to such employment with these businesses and industries. Basically, to encourage the connecting with students and business/industry with a high touch fashion.

**2. Second priority discussed:** Align College programs, processes, systems and resources to support economic opportunities within Pima County through relationships with local businesses and industry. (#30)

Actions:

1. Let business and Industry focus on resolving the Admissions issue;
2. More involvement in demonstration to students (High School & College) why Mathematics is important in today's societal needs!

Discussion notes:

Initially, the members of the table didn't like the direction of this tactic; and, thought the students would be better served if it was addressed more to solving issues like that of the Admissions to Registration Issue which is in need to be addressed. They wanted the connection between business and industry but wanted more focus on soliciting from business and industry possible solution to PCC's enrollment and other issues.

## **2017 Futures Conference, March 10, 2017**

### **Table: 7**

#### **Important priorities that were not included on the list:**

N/A

Discussion notes:

#### **Three most important items for the College to address:**

1. Fully integrate and inclusion throughout the College (#36).
2. Create structures and mechanisms to build a culture of excellence that fosters accountability, leadership, and continuous improvement at all levels (#14).
3. Align College programs, processes, systems and resources to support economic opportunities within Pima County through relationships with local business and industry (#30).

#### **Identify two actions the College can take to address one of the priorities**

**First priority discussed: #36 Fully integrate diversity and inclusion throughout the College.**

Actions:

1. #36- There's a need to integrate diversity, not only within the college also our community environment to build a stronger community. Bringing institutional awareness and create strength at all levels.

**Second priority discussed: #14 6.2.: Create structures and mechanisms to build a culture of excellence that fosters accountability, leadership, and continuous improvement at all levels.**

Actions:

1. #14- This is a consistent problem we need more structure and consistency to do a better job and the need of continuous improvement. We need good liable information, clarity, and a good system in place for accountability and assessment data. We have no structure set. We need to improve identifying accountability and create strong structures.

**Third priority discussed: #30 Align College programs, processes, systems and resources to support economic opportunities within Pima County through relationships with local business and industry.**

Actions:

1. #30- We do not do well with our community businesses and industries which could make a huge impact to our students. We need to reestablish ourselves within the community and county through relationships and resources.

Pima is a huge single institution that needs to take on the lead, we are the engine. The workforce must be improved in terms of quality and size to be competitive with the industries of the future. Our students want career jobs that are in demand.

## 2017 Futures Conference, March 10, 2017

### Table: 8

#### Important priorities that were not included on the list:

- Allow previous work experience or prior education to count towards certificates and degrees.

Discussion notes:

As we discussed this priority several factors included looking at international degrees and military experience.

#### Three most important items for the College to address:

1. Align College program, processes, systems and resources to support economic opportunities within Pima County through relationships with local business and industry. (#30)
2. Establish guided pathways for in-demand programs. (#31)
3. Improve the alignment of programs with community need (#45)

Discussion notes:

Moved to first priority; see notes in that section

#### Identify two actions the College can take to address one of the priorities

**First priority discussed:** Align College program, processes, systems and resources to support economic opportunities within Pima County through relationships with local business and industry.

Actions:

1. Conduct survey to find specific gaps in alignment: target chamber of commerces and local businesses
2. From the PCC and industry advisory boards, create an overarching board that would be charged with aligning systems and resources that could reach all industries and businesses.
3. Create better PCC internal systems to speed up changes that need to be implemented.

Discussion notes:

Overarching theme was alignment with all areas of the college: k-12, transfer, business and industry or special interest. How can we make sure PCC aligns correctly with each area? We need to look from a life long perspective and what the students ultimate goal is, career, to work backwards and give them what they need at the college. Community hears “I want a great job, how can I get it?” from people that want to go to school. Are we able to answer those questions when students first come to enroll? Also, is the college aware of the existing demands of the community and making change with programs to align?

**Second priority discussed:** Establish guided pathways for in-demand programs.

Actions:

1. Collect student intent data to catch students early in their educational career to better inform about their program or goals.
2. Understand who our students are to better advise or inform about options
3. Market to students about all options at PCC

Discussion notes:

Discussion focused on if PCC understands our student population and the community to offer appropriate pathways for in-demand programs. We talked a lot about soft skills and what employers are looking for from students when they hire. Also, not all students are here to complete a degree/cert and how do we collect their intent and highlight their successes at the individual and college level.

## 2017 Futures Conference, March 10, 2017

### Table: 9

Increase enrollment

- Keeping current and in alignment with community needs
- Accountability and leadership

Admission overhaul / retention

- Intake / enrollment process

Follow-up, persistence with students that didn't finish or complete

Program structure, pathways, partnerships

- Guided pathways
- Improve transfer, grad rates

More bite-size credentials, certs, CEU

Financial stability of the College

Improve college communication (both internal and external)

- Restore trust
- Improve outreach

Expand occupational fields

Admissions / Enrollment

- Needs to be easier
- Need fully implemented, assigned advising model
- Buy and implement a catalog management system (integrated with Banner)
- Help guide students through the process easier
- No wait for advisor
- No more than five "clicks" to taking my first course (make website logical)
- Measure leading indicators
- Conduct daily orientations
- Look at University of Arizona "next stop"
- Online orientations, smart phone friendly, program and product knowledge
- Currently bounce from advisor to advisor
- Information is not clear or consistent
- People go to the website, not the catalog
- Website lags reality, and advisors go off of outdated website

- Registration is one of the worst parts
- Have online webinar
- Online checklists
- Intelligent website, with saved preferences, streamlined processes, online chat and advising “How can I help you”)
- Culture change
  - Follow-up, follow through
  - Warm handoffs
  - Service excellence

Pathways, transfers, relationships with universities, etc.

- Train more people on specifics
- Available on websites
- Available in accessible database
- Rightsize programs
- All certs should stack into AAS
- Simplify options (GenEd)
- Less options, review for viability more often
- Make GenEds more in alignment with with degree plan / occupation
- Simplify curriculum
- Embed critical thinking, etc.

## **2017 Futures Conference, March 10, 2017**

### **Table: 10**

#### **Important priorities that were not included on the list:**

**(these were loosely included on the list, but not in this succinct way)**

- FIX math
- Fix the bureaucracy at PCC for better efficiency

Discussion notes:

There was extensive discussion about the teaching and learning of math being the lynchpin of success in higher education both for individual students.

#### **Three most important items for the College to address:**

1. 2.6: Reconfigure career programs using instructional pathways built upon stackable credentials and
2. 31. Establish guided pathways for in-demand programs.
3. 6.2: Create structures and mechanisms to build a culture of excellence that fosters accountability, leadership, and continuous improvement at all levels.

Discussion notes:

Lots of discussion about the pipeline from Arizona High Schools to colleges. Need better data but what was reported that only 50% of AZ HS grads go to college and 90 of college completers come from 35 of the state's high schools. Looking

#### **Identify two actions the College can take to address one of the priorities**

##### **First priority discussed: Increase Completion Rates**

Actions:

1. Develop definitions of completion and record student intent

2. Develop focused clear pathways with stackable credentials and intentional advising
3. Fix Math (lots of discussion on this)
  - a. Curriculum alignment (k-12, PCC, 4 years)
  - b. Faculty prof dev, focus on teaching not just content expertise
  - c. Need for multiple instructional measures
4. Develop measures to indicate progress in all these areas

Discussion notes:

**Second priority discussed: Fix the bureaucracy at PCC, clarify and simplify administration to be effective and efficient**

Actions:

1. Develop clear processes
2. Clearly defined responsibilities
3. Accountability
4. Reduce initiatives

Discussion notes:

## 2017 Futures Conference, March 10, 2017

### Table: 11

#### Important priorities that were not included on the list:

- NONE

Discussion notes:

The list was very comprehensive. Nothing new was added.

#### Three most important items for the College to address:

1. Build appropriate structures to support change at the College (38)
2. Provide a consistent student experience by reviewing College processes and aligning them across campuses (50)
3. NONE

Discussion notes:

In order to operationalize many of the initiatives from the list of 55, the College has to have the change management infrastructure in place to manage the communication and buy-in with members of the College community (faculty, staff, students, community, etc.). Until this structure is in place, implementing a sustainable, systems-wide approach to any of the initiatives will be mediocre at best.

#### Identify two actions the College can take to address one of the priorities

**First priority discussed:** Build appropriate structures to support change at the College (38)

Actions:

1. In managing/implementing a project, student engagement needs to occur at all levels of the process. This needs to be built into the structure of change management for the College.
2. The change management structure should incorporate the sharing and scaling of best practices at the institution.

Discussion notes:

Many of the initiatives on the list would benefit from having the change management structure in place which includes the two actions of student engagement and the sharing and scaling of best practices. These include:

6. 2.6: Reconfigure career programs using instructional pathways built upon stackable credentials and completion points.
9. 3.5: Develop community based partnerships to encourage enrollment in college, especially for those students who would be first generation in college.
14. 6.2: Create structures and mechanisms to build a culture of excellence that fosters accountability, leadership, and continuous improvement at all levels.
30. Align College programs, processes, systems and resources to support economic opportunities within Pima County through relationships with local business and industry.
35. Improve College communication, both internal and external.
44. Provide meaningful educational opportunities that reflect the changing societal perception of education and the increasing value of industry credentials over Associate Degrees and Certificates (e.g. competency compared with degree).
50. Provide a consistent student experience by reviewing College processes and aligning them across campuses.
51. Streamline the decision-making hierarchy at the College to support faster changes and increase employee ownership of initiatives.

4. **Second priority discussed:** Provide a consistent student experience by reviewing College processes and aligning them across campuses (50)

Actions:

1. Changing the mindframe of Service Excellence and Student Centeredness across the College is key to changing the culture.
2. Look at how we deliver information (internally and externally, to all constituents). (The only pics the students see when entering campus are those of Sex Offenders! What message does that send)

Discussion notes:

Many of the initiatives on the list would benefit from having the change management structure in place which includes the two actions of student engagement and the sharing and scaling of best practices. These include:

8. 3.3: Expand community partnership to more fully engage all demographic segments associated with traditionally marginalized populations.

31. Establish guided pathways for in-demand programs.

32. Commit to offering services and support to help those students in the most need of assistance.

33. Improve how we reach out to middle and high school students.

34. Increase support for underprepared students in developmental education and those seeking high school equivalency.

42. Take steps to improve the external perception of the College.

55. Provide opportunities that are relevant to working adults in light of the current lower unemployment rates.

## 2017 Futures Conference, March 10, 2017

### Table: 12 (AKA Team Awesome)

#### Important priorities that were not included on the list:

- N/A

Discussion notes: N/A

#### Three most important items for the College to address:

1. Develop community-based partnerships to encourage enrollment in college, especially for those students who would be first generation in college (#9).
2. Align College programs, processes, systems and resources to support economic opportunities with Pima County through relationships with local business and industry (#30).
3. Rebrand the College (#48).

Discussion notes:

Pathways are very important. We need to pay attention to financial issues and be better prepared for financial challenges. Increased enrollment will only occur if we increase college awareness. That College awareness outreach needs to begin in our middle schools and not just in our high schools. The college programs need to be aligned to economic opportunities in the community. There is a need to streamline decisions and to empower employees and engage them so they provide positive influence on students. We need to increase the support resources for underprepared students.

#### Identify two actions the College can take to address one of the priorities

**First priority discussed:** Encourage enrollment, especially for first-generation in college (also aligned with rebranding the college) (#9).

Actions:

1. Target the use of non-traditional peer-based recruitment.
2. Clearly identify the non-traditional peer recruitment implementation plan, resources, and measureable outcomes of such an initiative and communicate them.

**Discussion notes:** Outreach needs to begin in middle school and up  
Independency and employable are issues to which we need to pay attention

- Bridge trust with the community by highlighting successful alumni
- Develop and redesign the alumni organization to rebrand the college positive experiences from the present and past, athletic success (two basketball teams in final)
- Market our partnerships with the key business partnerships (TMC, Raytheon, Caterpillar)
- Grassroots efforts to middle and high school

## 2017 Futures Conference, March 10, 2017

### Table: 13

#### Important priorities that were not included on the list:

- Increase number of graduates with and associate degree or certificate
- Outreach to middle schools to emphasize dual enrollment
- Re-word #30 to read and include educational
- Reduce barriers to success

Discussion notes:

Outreach to middle schools. Inspire students to enroll in dual enrollment classes. Bring students to visit the college. Provide guided visits for students, provide information. The goal is that students are not afraid, not intimidate with college, especially first generation of students, make them comfortable with the college environment. Dual enrollment helps students to earn college credits and potentially reduce the time to degree completion (associate degree, for example), to be better prepared to higher education.

#### Three most important items for the College to address:

1. Align College programs, processes, systems and resources to support economic and educational opportunities within Pima County through relationships with local business, industry and educational institutions (#30). Re-worded to include educational
2. Increase the rate at which students with a transfer goal successfully transfer to a four year college/university (#5)
3. Improve partnerships with and enhance dual enrollment offerings at the high schools (#47)

Discussion notes:

Many of these categories can be combined together to reduce the number of options and make more coherent categories. Important to follow up on students credit hours taken by term, credits taken to transfer to increase transfer rates. Help nontraditional students , underprepared students to achieve their goals. Follow up on students who enrolled, took courses, and did not finish. Some studies show that the outcomes are worse when students enrolled and did not finish than when never enrolled. Help students to come back: through financial aid or flexible schedule, offer options according to each case.

Built relationships with schools. Build trust in the relationships. High school students working with Superintendents.

Guided career pathways. Use financial aid to directly influence enrollment

## **Identify two actions the College can take to address one of the priorities**

**First priority discussed: *Enter the priority that is being discussed here***

Actions:

1. Build relationships with Local business, industry, and educational institutions
2. *Financial help and internships*

Discussion notes:

Use local business associations and industry to promote college programs. Engage them in partnerships, ask them about skills required for jobs available, financial help and internships. Directly involve them with technical programs offered aligned with their needs. Assess benefits in both directions. Strategy is about relationships where both sides benefit. Build relationships with educational institutions to offer opportunities to future transfer students.

**Second priority discussed: *Enter the priority that is being discussed here***

Increase the rate at which students with a transfer goal successfully transfer to a four year college/university (#5)

Actions:

1. Important to follow up on credit hours taken by students each term
2. Number of credits taken to transfer to increase transfer rates

Discussion notes:

Students need to know exactly what courses are transferable to a four year college/university. As soon as they enroll for the first time, they need to know what courses are required in the program of their preference. PCC benefits by increasing transfer rates and associate degree completion. Students are more successful at universities when they transfer with an associate degree. Students are more likely to complete a bachelor's degree if they transfer with an associate degree.

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### Table: 14

#### Important priorities that were not included on the list:

- More emphasis on engagement with employers
  - Deeper one-to-one meetings for understanding what they do and how we can help their business
  - Relationship building
- Reverse transfer opportunities similar to the successful model at Maricopa
  - Such a model can greatly increase completion
  - Staffing is needed in order to implement
- Ensuring that students have the soft skills to succeed

#### Three most important items for the College to address:

1. 6.) 2.6: Reconfigure career programs using instructional pathways built upon stackable credentials and completion points
2. 50.) Provide a consistent student experience by reviewing College processes and aligning them across campuses
3. 30.) Align College programs, processes, systems and resources to support economic opportunities within Pima County through relationships with local business and industry.

#### Identify two actions the College can take to address one of the priorities

##### First priority discussed:

##### **6.) 2.6: Reconfigure career programs using instructional pathways built upon stackable credentials and completion points**

##### Actions:

- 1.) Review of all programs for pathway status (and pathways should include certificate, competency, and degree)
  - a.) Ease of access/exit/re-entry/exit
  - b.) Consistent student experience
  - c.) Mandatory orientation and/or course learning outcomes related to skills
  - d.) Detailed clear options for relevant careers (similar to DegreeSearch@UA CIS)

- 2.) Formalize our advisory boards for feedback and to identify gaps
  - a.) Regular opportunities for input
  - b.) Formalized opportunities for input (meetings, surveys, etc.)
  - c.) One-to-one meetings for relationship building
  - d.) Development of clear options for careers (step-by-step guides, etc.)

## **2017 Futures Conference, March 10, 2017**

### **Table: 15**

At our table:

Diane Brown  
Marie Lankford  
Dorothy Lew  
Demion Clinco  
Ted Roush, facilitator  
Bob Breault  
Chien-Wei Han  
Debi Chess Mabie

### **Important priorities that were not included on the list:**

- Improve outreach to Asian community
- Establish a downtown presence and reach out to and establish partnerships with the Arts community
- Etc

### **Three most important items for the College to address:**

1. (7, 8, 9, 42, 48) Increase Engagement with the community
2. (1) Increase enrollment
3. (7, 10) Improve marketing/branding

Discussion notes:

Increase engagement with the community by a) conducting an internal “audit” of positions and activities directed at community engagement and b) establish a position or department dedicated to connecting with the community strategically.

Engagement with the community was seen as an all-encompassing need both to seeking out lost sectors of community, marginalized portions of the community, enabling targeted student groups to attend college, meeting the needs of employers

It is felt that an audit of the College positions is necessary because it seems that many people work on outreach and/or engagement, but appears that no one at the College is working on engagement at a strategic level.

## **Identify two actions the College can take to address one of the priorities**

### **First priority discussed:**

#### **Actions:**

1. Establish a position charged with strategic management of community engagement
2. Conduct internal audit of College positions to find out what everyone's individual role is in community engagement and better coordinating those efforts.

Discussion notes:

### **Second priority discussed:**

#### ***Increase enrollment and retention of students***

#### **Actions:**

1. Establish targeted marketing and branding
2. Reach those who are underrepresented and marginalized

## 2017 Futures Conference, March 10, 2017

### Table: 16

#### Important priorities that were not included on the list:

- Helping Students k-12 and student beyond in 4 year
- Preparation for jobs and identifying important skills
- Streamline student experience
- Redesign class schedule process
- Achieve Operational Excellents

#### Three most important items for the College to address:

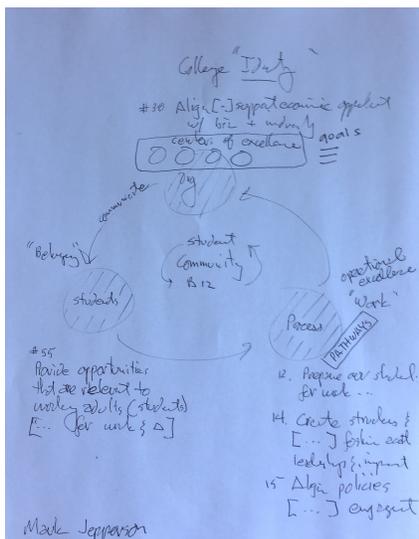
1. Students: #55: Provide opportunities that are relevant to working adults (including employer needs and necessary basic math and writing skills)
2. College Identity: #30 Align College programs, systems and resources to support economic opportunities within Pima County through relationships with local businesses
3. Pathways and Operational Excellence: # 12, #14, #15:

#### Identify actions the College can take to address one of the priorities:

##### Actions:

1. Create Centers of Excellence
2. Create clear pathways
3. Identify clear connection and interrelationships between:
  - a. Organization
  - b. Students
  - c. Process

The discussion around the table centered around a document provided at the start by a community member. Members at the table focus on “process” and alignment of the three entities described above in Action 3.



### **Outreach Topics**

How do we reach into high school and middle schools? Improve local k-12 outreach.

How do we show value of our degree or certificate?

Ask students what they need and understand their perspective--rather than dictate to them.

Connect to disenfranchised, in particular and offer programs targeted at underserved communities.

### **Enrollment**

Missing 25+ solutions

We don't know why they are not coming: how do we find out

To determine metrics to utilize: identify key office or area of college that is doing it "right" and model.

### **College Identity**

"What is our product:?" Figure out how it is best and utilize it.

What is the college identity? We are multiple things and trying to be all things to all people. Be excellent at a few things and **start with Centers of Excellence**.

What does the college want to do? Play a supportive role to industry? Move students to be prepared to support business?

### **Achieve Operational Excellence**

We are not doing it well enough.

At UA and other colleges, we track graduates through professional career.

Incorporate "Lean Expertise" and Six Sigma concepts and training more thoroughly into system.

## 2017 Futures Conference, March 10, 2017

### Table: 17

#### Important priorities that were not included on the list:

1. Specialized advising (advanced transfer/advanced career). 2. Using faculty effectively for advising.
  - Training for faculty.
  - Accountability, i.e. hold faculty accountable for advising.
  - Require faculty-student follow up and ongoing relationships.
3. Didn't see a clear focus on completion rates and what "completion" means.
4. Emphasis on program outcomes/reporting/transfer.
5. Advising/counseling based on individual career goal, e.g. "how my PCC education fits into..."
6. Encouraging university involvement within the PCC structure.
7. This college really needs both STEM advising and STEM outreach.
8. Prior learning credit.

Discussion notes:

\*Student comment: "The advisors I've spoken to didn't know anything about what I should take at Pima in order to be more competitive at university in a science field that required an advanced degree."

#### Three most important items for the College to address:

1. Increase enrollment and retention
2. Implement guided pathways for students that will make completion easier and more clear. (See Priority #1)
3. Use case-management model of student services and advising (see priority #1).

Discussion notes:

## Identify two actions the College can take to address one of the priorities

**First priority discussed: *Enter the priority that is being discussed here***

Actions:

PRIORITY: Increase enrollment and retention

- a. Emphasize outreach & recruitment of middle school and high school students.
  - Develop partnerships with community groups serving young people.
  - Focus on underserved populations and lower-income gifted students.
- b. Provide students guided pathways with the goal of students completing in no more than 150 % of fulltime completion schedule.
- c. Use a case management model for student advising, similar to the very successful JobPath model.
  - Require follow through by advisors.
  - Follow up on applications.
  - Provide options for financial aid and support.

Discussion notes:

*Enter any discussion notes related to the two actions here*

**Second priority discussed: *Enter the priority that is being discussed here***

Actions:

PRIORITY: Implement guided pathways for students that will make completion easier and more clear. (see priority #1)

- a. Use stackable credentials.
- b. Include workforce programs.
- c. Reflect industry needs.

Discussion notes:

**Third priority discussed: *Enter the priority that is being discussed here***

Actions:

PRIORITY: Use case-management model of student services and advising (see priority #1).

- a. Use program-specific and population-specific advisors so they will develop expertise in their assigned areas.

- b. The current model of academic advising is not working.
- c. Put in place advanced career and advanced transfer counselors.
- d. Develop collaborative counseling partnerships between PCC and high schools, and between PCC and 4-year colleges.

Discussion notes:

## **2017 Futures Conference, March 10, 2017**

### **Table: 18**

#### **Important priorities that were not included on the list:**

- --

Discussion notes:

#### **Three most important items for the College to address:**

1. --
2. --
3. --

Discussion notes:

#### **Identify two actions the College can take to address one of the priorities**

##### **First priority discussed: Increase student enrollment**

Actions:

1. Improve outreach in secondary education by: increasing dual enrollment, increasing JTED, increasing presence in middle schools.
2. Improve outreach to underserved adults by: defining career pathways for this category, creating support system that will include accommodating schedule not only of classes, but also of services and support, and online support and classes.

Discussion notes:

## **Second priority discussed: Build culture of excellence**

### Actions:

1. Develop structures and mechanisms for accountability, streamline leadership, and continuous improvement.
2. Align existing policies and procedures, add new procedures and policies for constructive employees engagement.

### Discussion notes:

## **Third priority discussed: Increase completion**

### Actions:

1. Clear and consistent pathways for every award, not only for in-demand programs.
2. Closing achievement gap (understood as opportunity gap), by assigned advising, shrinking time in developmental education, early alerts, support system, and creating a PTA (Parents, Teachers, Associations) structures, accommodating family participation and support to student's college journey.

### Discussion notes:

The achievement gap is between Hispanic and Non-Hispanic students. The achievement gap can be understood as opportunity gap. This way, the support to be created should not aim to compensate for "Hispanicity", but to compensate for the inequity in starting point, defined by family education level and family financial resources. If the support for the first generation in college, low-income, and educationally underserved student population will be provided, it will take care of the majority of PCC Hispanic students, without discrimination by race/ethnicity.

## **2017 Futures Conference, March 10, 2017**

### **Table: 19**

#### **Important priorities that were not included on the list:**

- Nothing in the list is related to making college more affordable

Discussion notes:

#### **Three most important items for the College to address:**

1. 12 - Prepare our students for work and citizenship in an increasingly global society.
2. 33 - Improve how we reach out to middle and high school students.
3. 48 - Rebrand the College.

Discussion notes:

Table 19 thought that some of the options can be combined because they overlap. Overall main focus of the discussion was on #33 even though 33 was chosen as a second option.

#### **Identify two actions the College can take to address one of the priorities**

##### **12. Prepare our students for work and citizenship in an increasingly global society.**

Actions:

1. Infuse cultural intelligence into the courses. How to communicate in diverse environment, how to use the new skills and how to adopt them. Also, critical thinking is very important, so students can think about global communities and how to think about other cultures.
2. Partnership with other organizations: such as helping students on their civics course, citizenship, work permission. Outreach to junior high schools, employers and community partners.

Discussion notes:

High school students do not know what the programs are and what are the available jobs after completing those programs. Explain better what they mean and what are the jobs they will be doing if they complete that program.

Also discussed what is college if offering in terms of courses that focus on cultural intelligence.

### **33. Improve how we reach out to middle and high school students.**

Actions:

1. Reaching out to middle and high school students. If you want more get out more. We need to go out more.
2. Promote PCC's 2 year degrees, how they can get a job with 2 year degrees. Market those programs more.

Discussion notes:

UofA is doing a little better job to follow up with their students. PCC has smaller class sizes, it has all age groups and students with different background. But students see PCC as their last resort for example if they can't get into the 4 year then they come to PCC. They are not aware of what PCC can offer them.

PCC experience is much better for students because 4 year can be intimidating for the NTHE students. Students who don't know what to study yet, they can try different things for less price. Also, high school counselors need to get more training. We need to develop partnership.

Assessment and scholarship options should be discussed with high school students to make them aware of the opportunities. Maybe a meeting with principles from the high schools would be good start so see what is missing, Foundation office can organize that.

It was discussed that Charter schools are also very important, and those students are also need to be reached out. Branding is also discussed and thought branding is very related to these items.

## 2017 Futures Conference, March 10, 2017

### Table: 20

#### Important priorities that were not included on the list:

n/a

#### Three most important items for the College to address:

1. Reconfigure career programs using instructional pathways built upon a stackable credentials and completion points. (6)
2. Create structures and mechanisms to build a culture of excellence that fosters accountability, leadership, and continuous improvement at all levels. (14)
3. Improve partnerships with and enhance dual enrollment offerings at the high schools. (47)

#### Discussion notes:

Several items were given an honorable mention in that they relate to the three consensus-selected priorities stated above. It was discussed that the three selected items address the same concerns as these.

- Items 4 and 46. There are many people in Pima County of age 25+ who do not have a college degree, so there is an opportunity to improve our population's overall education level.
- Items 1, 4, and 5. It was discussed how these relate to item 6. In particular, having relevant programs and "guided pathways" would hopefully lead to more people wanting to attend college (and PCC in particular).
- Item 18. There was a thought that the biggest issue about placement into developmental mathematics resides with K-12 education, especially high school, to help prevent need for developmental math in college.
- Item 30. It was agreed that this is related to item 14, above.
- Item 33. This is related to item 47, which is above.

## Identify two actions the College can take to address one of the priorities

**First priority discussed:** Reconfigure career programs using instructional pathways built upon a stackable credentials and completion points. (6)

Actions:

1. Establish guided career pathways with clear alignment between certification, associate's degrees, and transferring.

This includes targeted sequences of courses, the avoidance of goal-seeking students taking sets of courses in a way that might impede or delay their progress to the goal.

2. Increase awareness: Work with Student Services (at Pima College and in high schools) to develop and increase awareness of the pathways. Reach out not only to high schools but to any other entities that can reach groups of students or potential students, such as parent groups, businesses, youth centers.

Discussion notes:

An over-riding theme in the discussion of this priority (and related ones) was that establishing and maintaining relevant programs, and increasing awareness of them is something that makes the college seem like a viable option for many. This can contribute to increasing enrollment, but also lead to students having a well-defined purpose in their education, so that won't feel or say something like "I just go to Pima..."