

2017 Futures Conference, March 23, 2017

Table: 1

Important priorities that were not included on the list:

- *No missing priorities*

Three most important items for the College to address:

1. *Ensure long-term financial stability (2)*
2. *Reinforce systems and processes for ongoing compliance with all applicable federal, accreditation, state, and local regulations and requirements (3)*
3. *Create structures and mechanisms to build a culture of excellence that fosters accountability, leadership, and continuous improvement at all levels (14)*

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

First priority discussed: *Ensure long-term financial stability (2)*

Actions:

1. *Provide consistent student experience while reviewing college processes, alignment and consistency across campuses, while aligning staffing and facilities to current enrollment level.*
2. *Streamline dual enrollment experience and integrate it into PCC student path to credentials, and educate dual enrollment students about further PCC paths.*
3. *Secret "shoppers".*

Third priority discussed: *Create structures and mechanisms to build a culture of excellence that fosters accountability, leadership, and continuous improvement at all levels (14)*

Actions:

1. *Improve college culture with a focus on trust in vertical direction, by developing mechanisms of clear communication and guidance, accountability, transparency, by improving supervisors' managerial skills. Improve employee-supervisor connections through sharing calendars, the open door policy, including not also accessibility, but also availability, the 360 degree evaluation.*

- 2. Improve college culture with a focus on trust on horizontal level, by cross-training and job sharing, by introducing personal experience with other departments, especially between district office units and campuses, embedding district personnel and functions into campuses.*

Discussion notes:

Create time and space for crucial conversations.

Reconcile vocation and occupation.

Do what you say you will do.

360 degrees evaluation will allow the supervisors to be acknowledged for their good work.

Student experience with student accounts: educate students about the difference between student accounts staff who can provide high-level individual advising, and the cashiers whose job is to serve hundreds of students per day.

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Table: 2

Important priorities that were not included on the list:

The table did not denote any important priorities as missing, but did mention that combining some of the priorities may be beneficial. Specific priorities to be combined were not specifically stated.

Discussion notes: None.

Three most important items for the College to address:

1. 6.2: Create structures and mechanisms to build a culture of excellence that fosters accountability, leadership, and continuous improvement at all levels. (14)
2. Align College programs, processes, systems and resources to support economic opportunities within Pima County through relationships with local business and industry. (30)
3. Align College programs and offerings to address the changing competitive educational environment in the country, for example, online programs and flexible schedules. (43)

Discussion notes:

- How are we going to measure things?
- What KPIs are going to be used? Are we going to have targets for the KPIs (we should for both)
- Consistently shifting environment, changes processes can confuse and slow down work, but we need to stay on top of things
- Funding issues for implementing new strategies—funding may be needed to complete some of the priorities and that funding will need to be secured
- Untapped market in terms of communicating PCC's story to a larger audience
- Multiple variables across a long term plan, how to we deal with that?
 - Do small things at a time
 - Small chunks of activities and times
- Funding and return on investment are large issues
- Centers for Excellence important for revitalization and to connect with business and industry to keep programs viable and productive—and for growth
 - Healthcare programs and technology—how health care is delivered and new technologies to add to curriculum
 - Same with the Hospitality program

- Guided Pathways are important for students and alignment with universities and the workforce
- Should go beyond UofA for pathways, e.g. Nursing and look at other schools also, e.g. NAU
- Perception of PCC in the community needs to be improved
 - Get together with external constituents who can have an effect on the college, small groups, community leaders—create dialogue(s)
 - College relations committee—what specific projects can we look for funding from?
- Do not let ideas of funding keep us from doing what we want to do
 - RE: 44, the future of CC's has been part of the conversation, but we want to be at the fore-front, not at the tail end—need to stay relevant—be proactive rather than reactive.
 - We need to escalate the changes that we want
 - We also need to raise the funds to do everything—revenue needs to be a bigger part of the conversation
 - Use our financial resources better/more effectively
 - Keep eye on more national view and work on programs and centers of excellence—focus on too many internal things on list that may restrict external focus
 - Work on product
 - Look at and expand our customer base
 - Look at larger market factors across HE and the country/world

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

First priority discussed: 43

Actions:

1. Foster focused conversations with key external stakeholders (community business leaders, healthcare, etc.) and take the information learned back and apply to operations at the college to satisfy those agile needs in a proactive manner. Examples: (Agile needs in workforce, Part 57 (aviation), lifelong learner project
2. The College needs to develop processes to be nimble and agile

Discussion notes:

- Focus on customer/external factors
- People need to adapt and change with changes in environment—less resistance.
- Someone needs to be responsible for that
- Move (act) on emerging needs fast!
- The College needs to develop processes to be nimble and agile

- Promote our advisory boards/groups and other means of communication with the community
- Strategies to deal with resistance to change
- Change management is important at the College

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Table: 3

Important priorities that were not included on the list:

- *What are most common non-academic barriers that students face at PCC and what do we do about it?*

Three most important items for the College to address:

1. *Increase enrollment (1)*
2. *Reinforce systems and processes for ongoing compliance with all applicable federal, accreditation, state and local regulations and requirements (3)*
3. *Increase college enrollment, especially first generation college students, students over 25, Hispanic/Latino students and other underrepresented populations (4)*

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

First priority discussed: Increase enrollment (1)

Actions:

1. *Consistent marketing/branding*
2. *Local partnership with high schools and business. Both staff and faculty need to be involved. Paid internship, grant funding opportunities might help bringing students.*

Discussion notes:

Matriculation process and pathways are very important factors. Completion or articulation to 4 year colleges. Articulate a retention system.

Table discussed that focusing on guided pathways will help students' achieve their goal.

Second priority discussed: Reinforce systems and processes for ongoing compliance with all applicable federal, accreditation, state and local regulations and requirements (3)

Actions:

1. *Integrate program review process into planning.*
2. *Communication with stakeholders and also among PCC.*

Discussion notes:

For the advocacy in state, federal, county, or accreditation agency, we need communication and coordinated efforts.

Third priority discussed: Increase college enrollment, especially first generation college students, students over 25, Hispanic/Latino students and other underrepresented populations (4)

Actions:

1. *Be intentional about diversifying front line people such as student service and faculty.*
2. *Identify barriers for students, not only academic but other barriers.*

Discussion notes:

Case management approach need to be adopted. Some programs such as TRIO has already adopted this and it has been very successful.

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Table: 4

Important priorities that were not included on the list:

- a) Focus on (and verify) quality of instruction
- b) Make college affordable: tuition, books, and supplies
- c) Get internal buy-in. Is everyone on board? Does everyone understand their role?
Encourage culture of engagement/ownership- that promotes, recognizes and rewards employee buy-in.

Discussion notes:

- a) Quality of instruction was not specifically listed in the 55 options. The College can do a better job of making sure instructors are qualified and are great teachers. Instituting 360 evaluations, course instructor feedbacks for all courses (not just 10, 20, 30 term courses), having discussions about the results, and accountability. There are bad teachers that keep teaching term after term. This needs to be incorporated with letter c) above so that it will have internal buy-in, promote, recognize positive behavior and rewards too - not just punitive.
- b) The Online Education Resources grant is a great thing, but we need to find ways to make college more affordable for all courses, and not just tuition. Books and supplies are expensive and perhaps if the costs go down, students would take more credits, or work less and be able to spend more time studying. Financial stress on students hurts learning and many students drop out or do not enroll at all because of costs.

Three most important items for the College to address:

1. 6.2 Create structures and mechanisms to build a culture of excellence that fosters accountability, leadership, and continuous improvement at all levels. (#14)
2. Improve the alignment of programs with community need. (#45)
3. Provide a consistent experience by reviewing College processes and aligning them across campuses. (#50)

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

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

Actions:

1. Opportunities to improve employee accountability, both from staff and faculty. We could have 360 evaluations, hire the right people, have course instructor feedback for all courses and not just the 10, 20, 30 terms, have discussions with the results of these, have more accountability when there are deficits. There was some discussion that there are faculty members that are not the best, but nothing seems to be done about it. We need assessment in the classroom, get feedback from employers about our students, and get input from employers on what they need. What do employers need? This needs to inform curriculum.
2. System-wide program assessment, not just some programs.

Discussion notes:

Although this was selected by 3/6 people at the table, once we started to discuss the action steps the participants needed some prompting to get them thinking about action steps because the goal is so broad - it's all encompassing and basically boils down to "be a great college" as someone said. Someone noted it's like the *Good to Great* book. They thought it was too wordy and general.

Underneath this could be #38 "Build appropriate structures to support change at the College." Also underneath could be #39 "Optimize use of College facilities."

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

Actions:

1. Make student experience easier, positive, more consistent (yet flexible for individuals with special needs or not just the 10, 20, 30 courses)
2. Create a process map or customer journey. Have secret shoppers or go along with students around to see how the process works through their eyes. Talk to them about what they think as they experience the process.

Discussion notes:

Students need more guidance on the process and/or the process to be easier. Many people do not have others in their family to show them the higher ed "ropes".

Some things are non-negotiable for compliance, or having students learn the same things they would at the same course at the UofA so students are prepared for transfer and that the universities will accept our transfer credit.

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Table: 5

Facilitator: Delmas (Del) Dawley

Important priorities that were not included on the list:

- Improve/specify the Product!
- Make sure the product is the best product!
- Market the Product!

Discussion notes:

The theme of this discussion was how do we make PCC's Products, the best product available!

Three most important items for the College to address:

1. Increase college enrollment, especially first generation college students, students over 25, Hispanic/Latino students, and other underrepresented populations (#4);
2. Develop community based partnerships to encourage enrollment in college, especially for those students who would be first generation in college. (#9); and,
3. Align College programs, processes, systems and resources to support economic opportunities within Pima County through relationships with local businesses and industry. (#30)

Discussion notes:

A lot of discussion went into these strategic goals! The thought from the beginning was what is the ultimate goal? The decision of the groups was that the ultimate goal is "Putting people to work!" This primary focus superceded all other goals! Therefore, it was thought by the group that business & industry should be playing a more key role in determining program development and focus. One member stated "... if there no jobs to be had in an area, why would we ever create programs to address non-existent jobs within our local community?" With this in mind, it was decided first and foremost to examine the programs PCC does have and see if they are really necessary. In other words, look at the product and if no need for the product get rid of it! Focus on those programs that have a demonstrated need within our county and state!

In addition, a major element of this discussion was marketing to the specific populations! Go to where they are, and not where they were!

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

1. First priority discussed: Increase college enrollment, especially first generation college students, students over 25, Hispanic/Latino students, and other underrepresented populations (#4);

Actions:

1. Action #1 – Increase marketing for these special populations;
2. Action #2 – Focus on building strong partnerships with business and industry to identify programs of interest to them;
3. Action #3 – Job Market Analysis;
4. Action #4 - Clear Pathways to completion and subsequently to employment;
5. Action #5 – Feedback from key constituencies about workforce needs and requirements; and,
6. Action #6 – Diversity in the delivery times and etc. Wanted to see more evening, delivered products. One comment was, “Someone should be able to get a degree with evening and weekend classes only!”

Discussion notes:

Much discussion went into these tactics! 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; and, ensuring the product of education is what is needed within our local community. The thought was the successful business and industry leaders would be able to demonstrate why such skills are necessary in their organizations. The idea being if these business leaders illustrate in a work setting the positions that require some sort of college education for they would be motivated to spend more time in programs leading to employment. Basically, to encourage the connecting with students and business/industry in a high touch fashion. Also, to create more scholarship programs within these organizations like tuition assistance!

2. Second priority discussed: Develop community based partnerships to encourage enrollment in college, especially for those students who would be first generation in college. (#9)

Actions:

1. Let business and Industry become advocates for PCC;
2. More involvement in demonstration to students (High School & College) the programs at PCC which develops their employees of the future!

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.

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Table: 6

Important priorities that were not included on the list:

- Customer service

Discussion notes:

It was acknowledged that elements of customer service is touched upon in some of the priorities without being explicitly mentioned in that list.

Three most important items for the College to address:

1. Establish guided pathways for in-demand programs. (31)
2. Reinforce systems and processes for ongoing compliance with all applicable federal, accreditation, state and local regulations and requirements. (1)
3. Provide a consistent student experience by reviewing College processes and aligning them across campuses. (50)

Discussion notes:

Number 31 was chosen in that it meeting this goal affects the ability to meet the other two goals listed above:

- More clear pathways could enhance student enrollment.
- If the pathways are more clear and well-developed, this can lead to more consistency of advising across the campuses.
- Guided pathways could affect any or all of: enrollment, student success, advising, student experience

Other issues regarding Strategic Goal 31:

- Students need structure. For example, many students might be spending time earning credits that don't contribute to their goal ("wasted credits").
- A structured pathway could enable the college (especially advising) to help the students keep track of their progress in meeting their goals.
- This strategic goal should perhaps apply to all programs, as opposed to being limited to "in-demand" programs.
- Meeting this goal could enhance student success

- Enable monitoring of progress not only by the college, but by the students themselves.
- Improvement of the pathways and creation of new pathways based on business/community needs could motivate students to both enroll and complete their programs.

Notes on Strategic Goal 1:

- Increasing enrollment would benefit the College's finances by enhancing revenue.
- The "culture" of the College can be improved by having more of the population in it and being served by it.

Notes on Strategic Goal 50:

- Students should identify as Pima College students, as opposed to, for example, "West Campus students".
- Textbooks: If a student takes a two-course sequence over two campuses, the student should expect (where applicable) to be able to take the second course without having to switch textbooks. Is anyone looking into this sort of thing?

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

First priority discussed: Establish guided pathways for in-demand programs. (31)

Actions:

1. Determine relevant pathways, including "house-keeping" on existing pathways for revision as well as creation of new ones.
 - a. Align with 4-year university pathways
 - b. Assess and revise certification programs
 - c. Work to ensure alignment with community/business/industry needs
 - d. Communication of pathways via outreach (e.g., high schools, community centers)
2. Professional development and training for advisors
 - a. Ensure clear, effective informing to students
 - b. Maintain consistency across campuses
 - c. Have program-specific advisors
 - d. Have counselors work closely with advisors

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Table: 7

Three most important items for the College to address:

1. Increase enrollment. (#2)
2. Increase college enrollment, especially first-generation college students, students over 25, Hispanic/Latino students, and other underrepresented populations. (#4)
3. Reconfigure career programs using instructional pathways built upon stackable credentials and completion points. (#6)
4. Align College programs, processes, systems and resources to support economic opportunities within Pima County through relationships with with local business and industry. (#30) **We added #4 because it had the same numbers of votes for #4 as for #3**

Discussion notes:

- Number 30 is a lot like number 6. A lot of the items connect and/or are similar.
- Numbers 6 and 30 are tied to number 1. I believe that will increase enrollment, have that effect.
- Number 4 is more specific than number one though that will also increase enrollment.
- Numbers 4 and 33 are strongly connected. If you align and pathways are clear it helps in marketing to high schools.
- There are data sets that show that students come onto campuses but do not enroll, do not take assessments. What are we doing? Are we scaring them off?
- There is lack of success with developmental education.
- Reading ability of students coming in is very bad; students years ago were more competent. Enrollment is down but look at the "raw materials" so to speak.
- Enrollment is important but we must look at retention.
- Look at goals. Some come in just wanting to learn something; some students want to end with a job.
- The data sets given have no context.
- There is a big pool of people in this region to draw from; 80,000 people do not have a high school diploma.
- Do not fixate institutionally on what to do with the 18 plus group. What about other populations? - middle school and the 25+ worker and focus on seniors.
- Many private schools have gone out of business. Who really are our competitors? We have it all to ourselves locally if we want to go after it.
- Look at the best practices of Las Artes LASA (over 95% success rates) with 16 to 22 year olds.
- Market to middle school; get them on campus, show them something cool and offer them discounts. Make it like long-term scholarship planning.

- Take PCC's dev ed programs into the high and middle schools.
- Recruitment and Outreach is just a team of five; they are expected to do so much.
- Faculty need to go out and be part of outreach.
- The college teaches on a deficit model and it discourages students; get professional development to instructors so that they motivate students.
- Students coming in are not prepared; get our dev ed into the high school
- Money cannot be an excuse anymore.
- There are school in TUSD where the percentage of reading proficiency is 20%.
- We are selling these kids short by putting them in a "box" and teaching in a deficit manner; instead we need to motivate and expect more because those kids are our future.
- A lot of students come in and see their test scores and it is a huge ego destroyer. They don't understand why they graduated high school and then they feel incompetent.
- The U of A is working on bringing in these students and having a very intrusive, high touch relationship with them. We are teaching them to do research. There are interventions that can be done to help they realize that they can be successful.
- U of A is doing the TEALS model. U of A students mentor others and mentor and teach and tutor in high schools.
- U of A just had a registration process overhaul and are increasing face-to-face.
- We need more dual enrollment and we need to share practices with all faculty, K-12 and PCC.

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

First priority discussed: Increase college enrollment, especially first-generation college students, students over 25, Hispanic/Latino students, and other underrepresented populations (#4)

Actions:

1. CHANGE THE PROCESS OF INFORMING STUDENTS ABOUT THEIR ASSESSMENT SCORES - Do not share assessments scores with students until they come in and meet with a counselor/advisor. Don't let them run out but intervene because they may run out because they are upset about their scores. Train advisors/counselors with skills to motivate and keep this student to include training counselors/advisors and faculty in cultural competencies
2. BUILD ALLIANCES WITH K 12 to tackle developmental areas to include having higher level PCC students mentor and tutor students in K 12. This would be volunteer and service learning which students want to do! It is good for their ePortfolios and resumes.

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Table: 8

Important priorities that were not included on the list:

- Get involved with and engage in the community, not just to increase enrollment in the short term, but to help. It will build our brand for the long term.
- Reduce the gap/schism between faculty, admin, staff, and students

Three most important items for the College to address:

1. 53 - improve culture
2. 4 - increase enrollment targeted populations
3. 30 - Align programs to business and industry

Discussion notes:

Discussion included a the idea that we didn't want to be too internally facing when we talked about 53, for number 4 we didn't want to limit ourselves to the populations listed.

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

First priority discussed: 53- improve culture

Actions:

1. Improve advising - increase trust, by providing road maps/pathways that work - this will improve the relationship with outside stakeholders - ie students
2. Use input from all those involved when making changes at the ground level, including students

Discussion notes:

Additional discussion included:

- Have a good attitude in customer service - be helpful, say yes
- Increase student input and value that input
- Improve use of change management principles and best practices when implementing change
- *Structure to help hold staff (and supervisors) accountable*

Second priority discussed: 4 - increase enrollment

Actions:

1. Improve and increase outreach
2. Look at what works already - don't reinvent wheel

Discussion notes:

Outreach included being engaged community wide. The geico method, be everywhere, show up to help, start young with middle school outreach, focus on opportunity youth 18-25, those without skills knowledge about college, facilitate access for 88,000 adults who lack a high school diploma - lots of discussion about having specific strategies for specific target audiences. Go where the families are, tell them it's not too late.

Third priority discussed: 30 align with business and industry

Actions:

1. Talk to Business and Industry - keep advisory boards fresh by added new industry partners
2. Program review - build in a way to ensure responsiveness to industry

Discussion notes:

- Loads of great and rich discussion about programs we have, targeting scheduling to the populations particularly for incumbent workers, keep advisory groups fresh, make sure they are relevant. This includes:
 - Making sure our product is designed to serve non-traditional (25+, working) students. Are classes and services available evenings and weekends? How are we supporting retention?
 - Ensuring JTED courses are aligned with our OCC ed programs.

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Table: 9

Important priorities that were not included on the list:

- Consistency in customer service (student as customer) in engaging and retaining students starting at registration
- Wrap-around services
- Create “pathways” for staff and faculty development

Discussion notes:

Community members at the table remarked on how difficult various acquaintances have had in completing the registration course--particularly high school students. The idea of each employee could potentially troubleshoot issues. Similar to a business environment, the example of the custodial staff helping to solve an immediate issue was brought up. The importance of consistent, customer services was inherent to the entire discussion below.

Three most important items for the College to address:

1. 4
2. 14/50
3. 12/45

Discussion at table centered around #4 with additional phrasing in bold: Increase college enrollment **and retention through improved customer service**, especially first generation college students, students over 25, Hispanic/Latino students and other underrepresented populations.

Actions:

- 1. Improve customer service and Retention**
 - a. Ask our customer their needs
 - b. Identify points of excellence across the college
 - c. Equivalent “Mystery Shopper”
 - d. Professional Development around consistency and wrap around services
 - e. Support for adjunct faculty
- 2. Retention and Success**
 - a. Prepare students for global work force
 - b. Identify relevancy of job possibilities and obtaining education

- c. Increase collaboration with students and business partners to improve retention
- 3. Professional Development around classroom management and persistence and retention. Employees as customers
 - a. Create “pathways’ for staff and faculty that allow for cross-function training, leadership succession, improved customer service, employee retention/advancement and goal attainment.
 - b. Professional development
- 4. Increase Outreach
 - a. Elementary and middle school
 - b. Increased presence at Community events: Festival of Books, Malls, Fourth Avenue Street Fair

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Table: 10

Important priorities that were not included on the list:

- Specificity as to the goal's tie-in to student success
- Develop a centralized repository of resources for special low-income student needs, e.g. new computer, flat tire, bus pass, etc.
- Incorporate into new-employee orientation, information about who the college is and what its vision is.
- Make student advising more useful to students by incorporated the case management model, with emphasis on program-specific and transfer-specific advising.

Three most important items for the College to address:

1. Establish guided pathways for in-demand programs. #31
2. Increase enrollment. #1
3. Align College programs, processes, systems, and resources to support economic opportunities within Pima County through relationships with local business and industry. #30

#31 - Guided pathways

- Should be all programs, not just in-demand ones.
- Is an advantage to students
- Provides all-encompassing efficiencies to the College
- Cost effective for students.
- Provides a foundation upon which to accurately assess program efficacy.
- Will help improve enrollment and retention

#1 - Increase enrollment

- Hard to do because size of 18-25 age group is declining.
- Opportunities are in 25-40 age group, improving retention, refining relationships with business and industry

#30 - Align to needs of business

- Students are our "product" to business.
- Aviation is a prime example of PCC needing to expand to meet the need.
- Improves our "gainful employment" results.
- Helps with increasing enrollment.

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

First priority discussed: #31 Guided pathways

Actions:

1. Establish guided pathways for all programs by beginning of 2018-19 fiscal year.
2. Implement a case-management model of student advising by beginning of 2018-19 fiscal year.

Discussion notes:

College takes too long to implement change. Resisters are given too much voice.

Second priority discussed: #1 Increase enrollment

Actions:

1. Follow up with every student applicant to ensure that the student continues on to registration. If not, identify obstacles and work with student to overcome.
2. Work with HS students to establish early declaration, similar to early acceptance models of four-year institutions.

Discussion notes:

(From two students) Very frustrated with the lack of quality and knowledge among student advisors. Difficult to get information, and often the information given is wrong.

Registering for classes is complicated and too time consuming.

Online students are not supported by faculty in the same way that traditional students are.

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Table: 11

Important priorities that were not included on the list:

- None listed

Three most important items for the College to address:

1. Increase college enrollment, especially first generation college students, students over 25, Hispanic/Latino students, and other underrepresented populations. (#4)
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)

Discussion notes:

Increase Enrollment - Outreach utilizing gap analysis

Believe in students - Student support

Expand and realign programs and processes to/with community and businesses

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

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

Actions:

1. *Expand and realign programs and processes to/with community and businesses*
2. *Increase enrollment and Outreach utilizing Gap Analysis*

Discussion notes:

It was noted that enrollment is what really needs to happen. It was felt that by doing the above mentioned items, that it would help increase enrollment.

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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

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Table: 13

Attendees:

Karen Smith

Kathleen Marks

Chris Hauser

James Marr

Sandy Goodsite

Dan Berryman

Ted Roush, facilitator

Brooke Anderson

Lissa Fogel

Chris Parisoff

Important priorities that were not included on the list:

- Focus on customer service
- Marketing is missing from the priority list
- Strengthen connection between Adult Education and our certification and degree programs

Three most important items for the College to address:

1. 32 + 34
2. 6 + 31
3. 4 + 46 + 50

Discussion notes:

We developed a consolidated theme from our group that merged perceived needs in marketing, customer service, and retention to “Strengthen the student pipeline.” It was felt that we are failing to bring students in, failing to retain students, and missing some students altogether. Hence, we must start initiatives that concentrate along key parts of the pipeline in order to improve enrollment and to increase degree completion among students.

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

First priority discussed:

Actions:

1. Establish a comprehensive and cost-effective case management model for all student
2. Train and empower employees to support the student pipeline.

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Table: 14

Important priorities that were not included on the list:

- Expand definition of “first generation” to include Adult learners
- Need to increase GED/HSE completion - to onboard these students to credit degrees/certificate
- Host bring your child to work day and early exposure of K-12 youth to college settings
- We need to engage our K-12 youth with summer programming (partner with the Govt. for funding) to expose them to college
- Faculty Play an integral role to leading engagement outside of classroom (advising outreach mentoring)

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

Discussion notes:

#9 Strategies

- Internships that align students with employers and organizations e.g. High schools have models - San Miguel and Vail SD Senior Campustones
- Adult Education - We need policies that integrate this as a legitimate Academy pathways
- IBEST needs to be expanded - need more stackable credential
- More community outreach - go to the community to reach adults as well, make sure we include Uof A students as well, make sure we tie into HS outreach efforts
- Beef up peer mentoring and student support services (tutoring, Counseling, etc)
- Need to make sure we are comprehensive but we can measure efforts effectively - relates to #14

#6 Strategies

- First steps: We need to do a better job with engaging business and industry in our community as the subject matter experts to partner with our faculty and sit on our occupational advisory boards
- Strong alignment and integration with U of A and business partners in building guided pathways during the building of Pathways
- Make sure we include the on-ramp communities (ABECC, JTED, DROP/OUT/STOP/OUT) in this dialogue
- Philanthropy efforts for buy in (name a building after a donor from business and industry)