

# Creating a Culture of *Change* at Pima Community College

August 25, 2015



### A MISSION STATEMENT...

...defines the present state or purpose of the College and addresses what we do and for whom.

## PCC'S MISSION

PCC provides affordable access to educational opportunities that support student success and meet the diverse needs of our students and community.

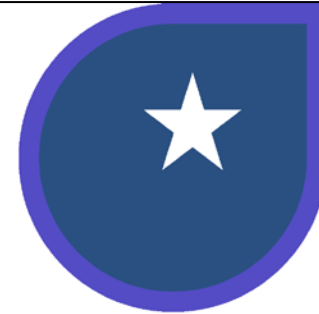


### A VISION STATEMENT

...describes the optimal desired future state of the College and functions as our "north star."

## PCC'S VISION

PCC will be a premier community college committed to providing educational pathways that ensure student success and enhance the academic, economic and cultural vitality of our students and diverse community.



# PCC'S VALUES

**COLLABORATION**



**COMMUNICATION**



**EXCELLENCE**



**INTEGRITY**



**OPEN ACCESS**



**PEOPLE**



## CORE THEMES...

...are priority areas identified by internal and external stakeholders that reflect the central themes within our mission.

## PCC'S CORE THEMES



# COLLEGE PRIORITIES

HLC

- Successfully meet all criteria
- Integrate the new Mission/Vision

## ENROLLMENT

- Recruitment > Enrollment > Retention > Goal Attainment
- Become more student centered throughout the College
- Improve connection to community

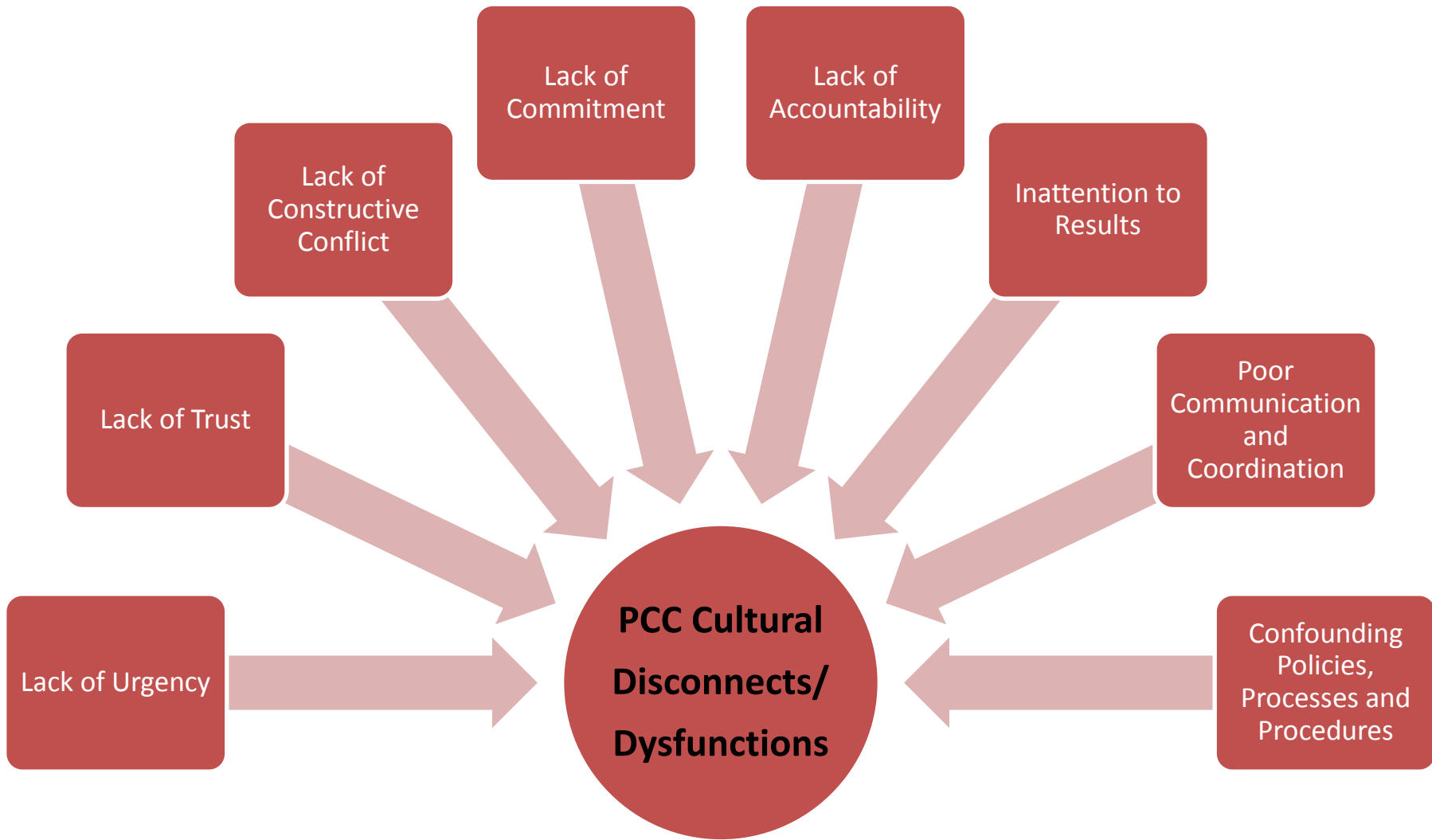
## ORGANIZATIONAL CHANGE

- Implement & solidify reorganization
- Continue to reduce budget over next 3 years
- Refine policies, processes and procedures
- Institutionalize change management
- Education and Facilities Master Plans
- Expenditure Limitation Study Committee

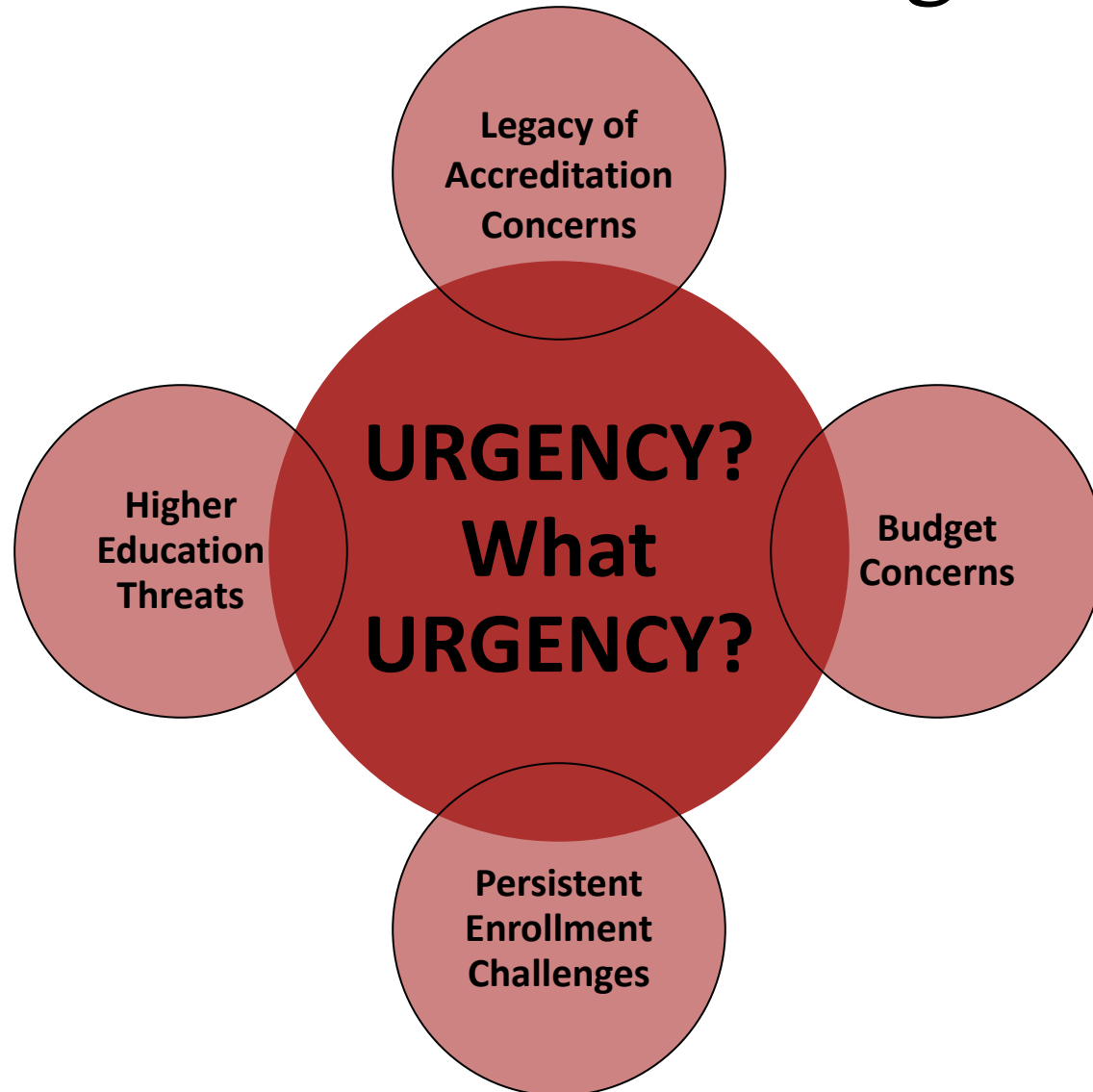


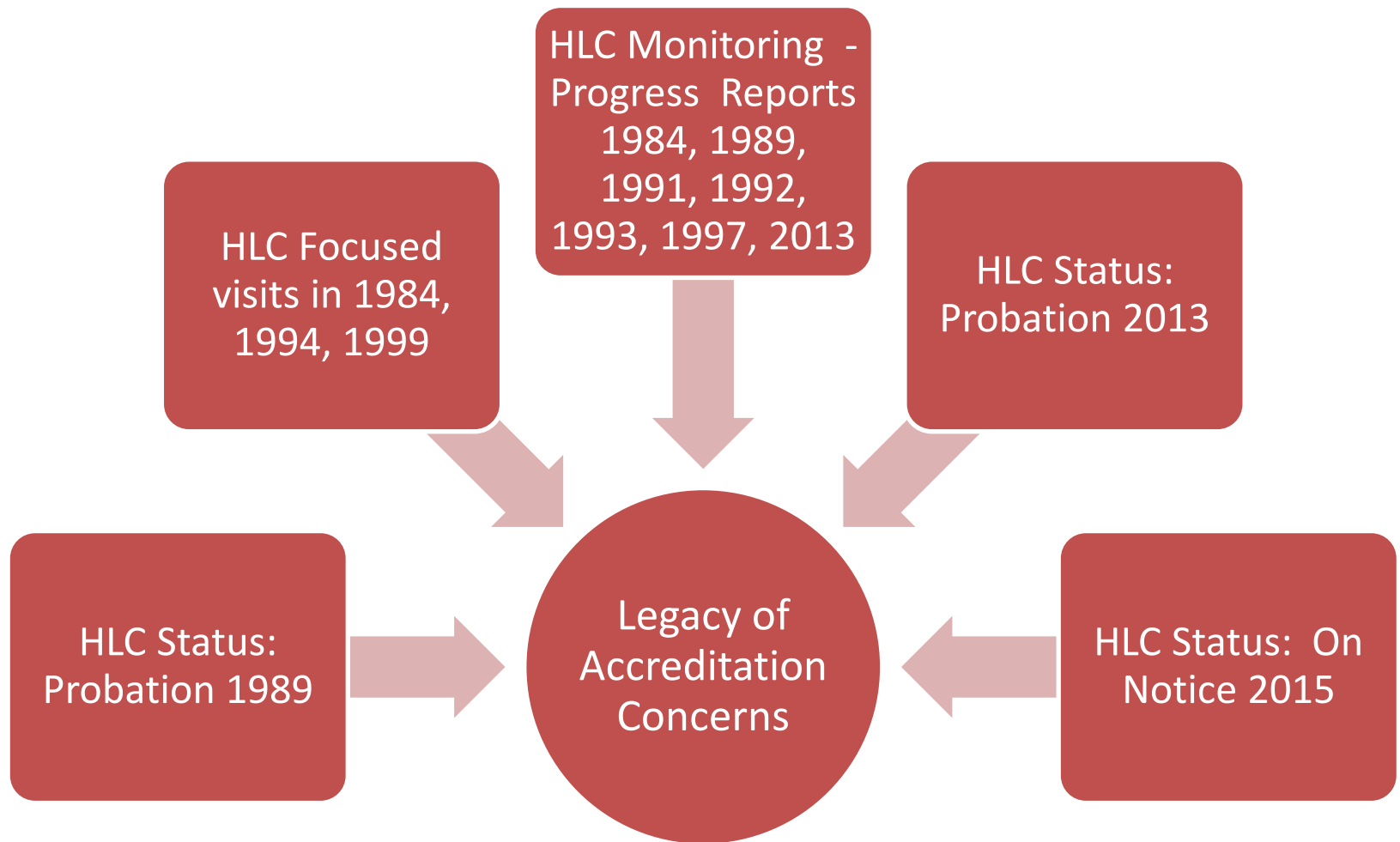
*What will prevent our success?*





# PCC Culture – We Are Change Averse



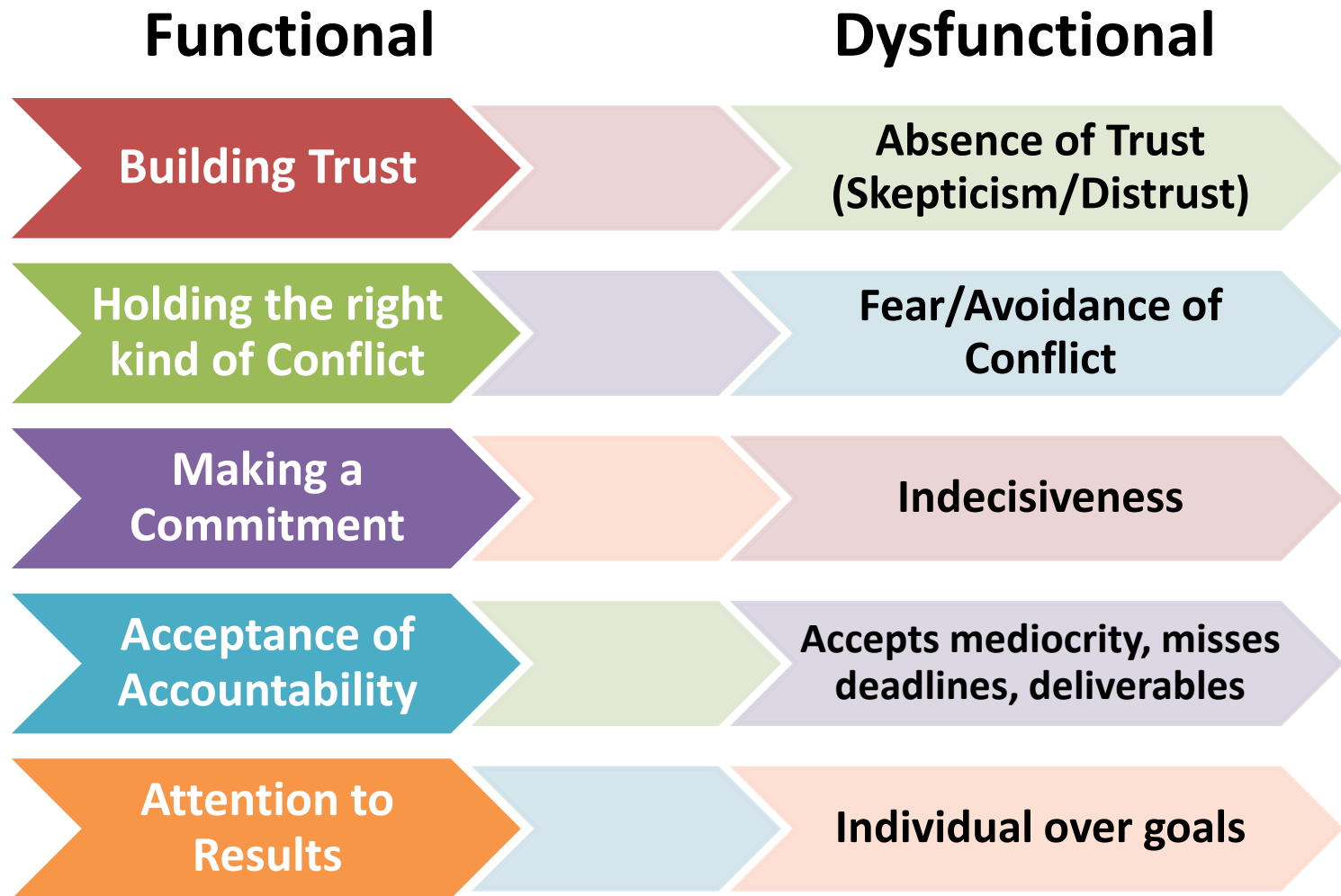




*What is preventing urgency?  
What can we do to stimulate it?*



# Qualities of Functional Teams



# John Kotter's 8-Step Process for Leading Change



*How do we adapt the organization  
to a more constructive model?*

*How do we move the Organization  
to Change?*



# Expectations: Your role in the change

## *Thoughtful Leadership*

- Be Fair, Reasonable, and Consistent
- Follow processes wisely
- Listen to those who will be impacted
- Look for indicators of what is happening (use all your senses)
- Hold ourselves and others accountable
- Limit black/white thinking (gray areas are the norm) (situational leadership)
- Don't be afraid to take risks - *inaction is more dangerous*
  - *Mistakes happen. Learning and improvement are what matters*
- Make sure you have the right people in the right positions with the knowledge skills and abilities



# Decisions

- Are we studying the right problem?
- Are the right people involved?
- What are the options?
- What are the risks (pro/cons) of the options?
- What is the recommendation?



*How can the executive team help  
you succeed in your areas?*



# Future Realities

- Resistors and cynics will undermine change
- Structures and leaders are currently not positioned, trained, and prepared to enable change
  - People
  - Policies
  - Processes
- We need clear tools to facilitate change
- It will be hard
- It will be rewarding





# *Next Steps*

