



Objectives and Tactics

2012-2016 Strategic Plan

March 2012

PIKES PEAK COMMUNITY COLLEGE

Strategic Planning Objectives and Tactics

YEAR 1 (Spring 2012-Spring 2013)

GOAL: Expand and strengthen opportunities for students to learn and succeed.			
OBJECTIVES/TACTICS	RESPONSIBLE INDIVIDUAL(S)	TIMELINE	OUTPUTS/DOCUMENTATION OF RESULTS
<p>1. Develop and implement a plan to strengthen student learning. <u>TACTICS</u> a. Create opportunities for students to publish their writing or write for a genuine audience and a real purpose. b. Offer Continuing Education courses for credit/non-credit and reinstate workshop style classes for the community.</p>	a. Instructional Services b. Instructional Services	Tactics a and b implementation will begin January 2012.	a. Tactic a will be measured once the <i>Parley</i> system is fully functioning online with multidisciplinary student essays and receives significant visits to the site, which demonstrate that the works are being read; and once each discipline creates and implements its writing strategy. b. Tactic b: will be evaluated by the number of students enrolled in continuing education offerings.
<p>2. Increase academic and student support to meet growing demand. <u>TACTICS</u> a. Evaluate, expand, and improve academic support for students (i.e. tutoring and science labs). b. Expand AAA course offerings to help retain and serve underprepared students; begin with mathematics and language courses, then expand to other subjects.</p>	a. Instructional Services b. Instructional Services	Tactics a and b would begin implementation in Fall 2012.	<ul style="list-style-type: none"> • Tactic a: <ul style="list-style-type: none"> • The passing rate improves 5% over the next 5 years (1% per year) for courses with low completion rates • Collect data from drops and withdrawals and adjust pass rates accordingly. • Established budgets to fund tutoring from various resources, including possible grant funding. c. Tactic b: tracking improvements in college retention and graduation rates for this population and assessing the increase and enrollment in new AAA offerings.
<p>3. Advance assessment of academic and supportive services programs and student learning. <u>TACTICS</u> a. Increase participation to 100% academic disciplines/departments in WEAVE to develop student learning outcomes and action plans to assess student learning for all divisions within Educational Services.</p>	a. Instructional Services	Tactic a would begin Spring 2012 and conclude Spring 2013.	<ul style="list-style-type: none"> • Tactic a: 100% department/discipline participation.

GOAL: Exercise regional leadership through transformative partnerships and educational opportunities.

OBJECTIVES/TACTICS	RESPONSIBLE INDIVIDUAL(S)	TIMELINE	OUTPUTS/DOCUMENTATION OF RESULTS
<p>1. Establish support for community and continuing education. <u>TACTICS</u> a. Needs analysis/assessment/feasibility study. b. Types of individuals, organizations, curriculum. c. Identify PPCC system for offering and delivering coursework.</p>	<p>Instructional Services</p>		
<p>2. Strategically increase PPCC involvement in community organizations. <u>TACTICS</u> a. Develop list of key organizations. b. Identify current organization involvement. c. Develop system for matching employees; build into annual goals.</p>	<p>a. President's Office/PPCC Foundation b. President's Office/PPCC Foundation c. President's Office</p>		<p>a. Identify priority organizations based on key strategic plan goals and objectives b. Implement internal communication process for vetting ideas and challenges, determining follow-up/follow-through.</p>
<p>3. Increase fundraising by identifying and connecting with community supporters. <u>TACTICS</u> a. Connect with community leaders. b. Host events for community involvement. c. Finalize fundraising objectives. d. Alumni base and communication e. Creative opportunities for fundraising.</p>	<p>PPCC Foundation</p>		

GOAL: Improve institutional effectiveness by integrating data to drive budgeting and decision-making.

OBJECTIVES/TACTICS	RESPONSIBLE INDIVIDUAL(S)	TIMELINE	OUTPUTS/DOCUMENTATION OF RESULTS
<p>1. Evaluate and enhance the current advising system. <u>TACTICS</u> a. Evaluate the current advising system and implement recommendations, taking the following potential tactics into consideration: b. Identify clear goals of the college’s advising system and implement an assessment process to determine their achievement. c. Modify the advising process to make improvements based on evidence. d. Develop a web-based advising model. e. Consider expanding the role of the CP&A Advisor for all program areas f. Support implementation of the Course Signals system.</p>	<p>a. To e. Enrollment Services f. Enrollment Services with support from Student Success</p>		<ul style="list-style-type: none"> • Advising system enhancements – student satisfaction surveys, and advisor feedback. • Participation in the Higher Learning Commission’s Academy for Assessment of Student Learning
<p>2. Develop a transparent budgeting process based on accessibility, student success, and operational excellence. <u>TACTICS</u> a. Incorporate into the current budget process open forums, training sessions, written communications, and standard and ad hoc budget reports to ensure that all internal reporting is useful for timely decision making and all external reporting is in compliance with federal, state and system fiscal policies and procedures.</p>	<p>Administrative Services Division</p>		<ul style="list-style-type: none"> • Record and report financial transactions in a timely manner using the budget as a tool for comparison • Publish a calendar of events for the existing budget process along with the additions of the open forums and trainings • Publish a calendar of events for the production and dissemination of budget to actual reports along with dates for departmental reviews • Meet all Federal, State and System deadlines for the reporting of financial information.
<p>3. Evaluate and develop systems for improving customer service across all areas of the college. <u>TACTICS</u> a. Schedule a PDW session to define “customer service” from an instructional perspective. b. Create a task force to identify strategic areas of concern for student and staff service (Chicken Lips Customer Service Training). c. Identify service goals for all service areas (e.g. reducing number of complaints, improving efficiency, etc...) d. Create a flow chart/road map that takes a student through the campus experience, including Admission, Financial Aid, Registration, Career & Advising, Tutoring, and other essential services. e. Develop a customer service-training workshop for staff, including work-study employees, with a corresponding</p>	<p>a. Instructional Services b. Enrollment Services c. Enrollment Services d. Enrollment Services e. Enrollment Services and Instructional Services</p>	<p>Initiate in Spring 2012 Semester through June 30, 2014.</p>	<ul style="list-style-type: none"> • Conduct student and employee surveys to solicit feedback. • Create benchmarks for all service goals and track progress. • Participation in the Higher Learning Commission’s Academy for Assessment of Student Learning.

GOAL: Improve institutional effectiveness by integrating data to drive budgeting and decision-making.

OBJECTIVES/TACTICS	RESPONSIBLE INDIVIDUAL(S)	TIMELINE	OUTPUTS/DOCUMENTATION OF RESULTS
"Difficult Student" workshop for faculty.			
<p>4. Effectively use physical resources to meet the needs of student learning, student services, and college operations.</p> <p><u>TACTICS</u></p> <p>a. Use the 2012 Facilities Master Plan to develop a phased plan for realigning existing physical space and/or add new space.</p>	Administrative Services Division	FY 2012-2013	<ul style="list-style-type: none"> • Successful completion of a plan which incorporates a phased approach for realigning physical space. Plan will include timelines and milestones for the completion of each phase. <i>Completion of each phase will be dependent on availability of financial resources.</i>
<p>5. Write grants to support innovative, research-based approaches and concepts.</p> <p><u>TACTICS</u></p> <p>a. Develop grants funding for institution-wide initiatives.</p> <p>b. Evaluate the effectiveness of these approaches and concepts.</p>	Administrative Services Division in partnership with the PCC Foundation.		<ul style="list-style-type: none"> • Success of grant writing efforts. • Program and process evaluations conducted for new initiatives.

GOAL: Enhance and ensure effective and consistent communication to and from all PPCC stakeholders.			
OBJECTIVES/TACTICS	RESPONSIBLE INDIVIDUAL(S)	TIMELINE	OUTPUTS/DOCUMENTATION OF RESULTS
<p>1. Create communication norms and values. <u>TACTICS</u> a. Establish a college-wide Communications Committee to oversee development of this tactic and others as appropriate.</p>	Marketing and Communication	Begin immediately. Communications Committee to meet at least once per semester on an ongoing basis.	<ul style="list-style-type: none"> Each division/department should include relevant norms and values as part of employee performance goals and ratings.
<p>2. Develop the PPCC story. <u>TACTICS</u> a. Consider the following potential tactics: <ol style="list-style-type: none"> Stop using “higher education-speak” when working with external stakeholders. Make communication easy to understand. b. Use the PPCC TV channel to tell success stories.</p>	Marketing and Communication		
<p>3. Create audience-centric communication plans (with employees being the priority audience). <u>TACTICS</u> a. Audiences to target for plan development include employees, students, prospective students, community members, media, partners, and CCCS. b. Incorporate the following potential tactics into the appropriate plans: <ol style="list-style-type: none"> Develop a more robust web presence for PPCC Departments/Divisions for information access and web tools/services. Utilize simple web technology to update stakeholders on relevant information (e.g. blog, e-newsletter). Make student and faculty electronic communications (PPCC E-MAIL) a priority means to distribute important information Evaluate and refine the Portal to provide enhanced information to students and staff. Develop new student orientation online to instruct students on college information and processes. Expand frequency and scope of new employee orientation and provide refresher orientation for long-term employees, making sure to address the role and function of college departments. Create a “No Body Told Me” online resource for employees. Create mini informational sessions about Departments/Divisions <ul style="list-style-type: none"> Presented at quarterly college meetings </p>	Marketing and Communication for all tactics except: b.iv. – Enrollment Services and Student Success to share responsibility. b.v. – Human Resource Services to take the lead b.vi. – Human Resource Services to take the lead	Begin immediately (after development of norms/values) to complete an internal communication plan. Remaining plans to be completed FY2012-2014.	b. Successful completion of each plan.

<ul style="list-style-type: none"> o Use videoconferencing so seen at all campuses o Videotape for new employees or for those who could not attend, have available on the portal o Recruiters give employees the same tours they give students <p>viii. Everyone has the mission or vision statement on their signature block</p> <p>ix. Reinstate the College newsletter.</p> <ul style="list-style-type: none"> o List new employees, who is retiring, who resigned (as it used to) o Tell us what is going on at PPCC (involve us) o Combine all current individual newsletters (we are one) o Email link, post on portal o Monthly <p>x. Develop an emergency/crisis communications media plan.</p>			
<p>4. Implement plans and annually measure progress. <u>TACTICS</u></p>			<ul style="list-style-type: none"> • Each division/department should include its communication objectives (as outlined in each plan) as part of employee performance goals and ratings.

GOAL: Develop and implement a plan to retain and recruit a highly engaged and diverse workforce.			
OBJECTIVES/TACTICS	RESPONSIBLE INDIVIDUAL(S)	TIMELINE	OUTPUTS/DOCUMENTATION OF RESULTS
<p>1. Identify, recruit and increase the number of underrepresented employee populations.</p> <p><u>TACTICS</u></p> <p>a. Use college and regional census data to identify underrepresented employee populations.</p> <p>b. Engage in community outreach by partnering with internal and external organizations (e.g. college recruiters, other local educational institutions and minority Chamber organizations) to recruit new employees.</p> <p>c. Strategically use social media (i.e. Twitter, Facebook) and minority-centric job sites to recruit for open positions.</p> <p>d. Create interview skills training parameters including a bank of recommended interview questions.</p> <p>e. Create training on writing job postings.</p>	Human Resource Services	<p>Recruitment work would begin during the Spring 2012 recruitment cycle and would be continual.</p> <p>Retention work would be completed FY 2012-2017.</p>	<ul style="list-style-type: none"> • Year-to-year increase in the number of underrepresented employees. • An increase in the level of employee engagement as determined by survey data. • Specific tactics have been successfully implemented.
<p>2. Create programs that increase the level of employee retention and engagement.</p> <p><u>TACTICS</u></p> <p>a. Develop mentoring programs for career/advancement-minded employees.</p> <p>b. Develop non-pecuniary rewards for employees.</p> <p>c. Develop a succession plan for all critical positions.</p> <p>d. Create training on PDQ best practices and other performance management tools.</p> <p>e. Recruit qualified members among a diversified pool.</p> <p>f. Recruit new officers from the PPCC Regional Law Enforcement Academy to recruit new officers by dropping the “one year experience” requirement from Police Officer 1 announcements and instead offer it as a Police Officer Intern.</p>	Human Resource Services		
<p>3. Support divisions, departments, and offices with information for planning and decision-making in regards to workforce development.</p> <p><u>TACTICS</u></p> <p>a. Develop a mandatory, formal training program for new and continuing employees.</p> <p>b. Create training on writing job postings, PDQ best practices and other performance management tools.</p> <p>c. Increase effectiveness of performance management through supervisor training driven by Deans/Directors to identify employee core capacities of performance and evaluate them effectively.</p>	Human Resource Services		<ul style="list-style-type: none"> • All new employees complete formal basic training program for their position within first six months measured by interim evaluation process. • A minimum of two refresher training sessions to be completed by current employees each year. Program would be evaluated by employees to determine value and effectiveness.

GOAL: Cultivate and sustain a supportive culture based on mutual respect and civility.

OBJECTIVES/TACTICS	RESPONSIBLE INDIVIDUAL(S)	TIMELINE	OUTPUTS/DOCUMENTATION OF RESULTS
<p>1. Provide training opportunities and conduct campus community dialogs so that all employees have a fundamental understanding of the purpose and benefit of maintaining a civil culture at work. <u>TACTICS</u> a. Develop a “civil culture” training and implement it. b. Conduct community dialogs regularly across the campus. c. Develop a “Commitment to My Colleagues” statement/document. d. Add to job descriptions and employee evaluations for APT and faculty. e. Cultivate “a sense of community” via community oriented policing tenets, which recognize that crime and disorder are not merely police problems, but rather community problems. f. Cultivate campus community partnerships which encourage community members to “buy in,” and take ownership of issues of crime and disorder.</p>	<p>Human Resource Services</p>	<p>Training and campus conversations would begin Fall 2012 semester (if funded). The end date for initial training and development of a Commitment statement/document should be May of 2013 (if not sooner).</p>	<ul style="list-style-type: none"> • Completing the development of a Commitment statement. • A reduction from year-to-year in the number of mediations conducted by Human Resource Services. • Increasingly positive results on the employee climate survey.
<p>2. Foster a culture where all employees are equally valued for their contribution to PPCC and student success. <u>TACTICS</u> a. Develop and implement a culture of respect for each other in oral and written communications using the values of courtesy and kindness as a guideline for all college internal communication. b. Ensure that all employees treat each other with mutual respect and civility by expecting and demonstrating a spirit of mutual purpose through teamwork and inclusivity.</p>	<p>Human Resource Services</p>		<ul style="list-style-type: none"> • Success would be evident when conflicts decrease and teamwork increases which should lead to a more efficient work environment. • Improved employee morale and professional relationships measured by periodic feedback from employees.

PIKES PEAK COMMUNITY COLLEGE

Strategic Planning Objectives and Tactics

YEAR 2-5 (Spring 2013-Fall 2016)

GOAL: Expand and strengthen opportunities for students to learn and succeed.			
OBJECTIVES/TACTICS	RESPONSIBLE INDIVIDUAL(S)	TIMELINE	OUTPUTS/DOCUMENTATION OF RESULTS
<p>1. Develop and implement a plan to strengthen student learning. <u>TACTICS</u> a. Develop a plan to evaluate and improve different content-delivery formats to meet diverse learning-style needs of our students. b. Develop a plan to evaluate and improve the use of technology in the classroom (face-to-face, online, hybrid, open-entry, etc.). c. Evaluate current service delivery for students with disabilities to enhance staff and faculty working knowledge and understanding or the needs of this student population.</p>	<p>a. Instructional Services b. Instructional Services c. Student Success leads, Instructional Services to assist.</p>		<p>a. Tactics a and b: completed when a formal plan for introducing and evaluating content-delivery formats exists. b. Tactic c: tracking improvements in retention/graduation rates for this population.</p>
<p>2. Increase academic and student support to meet growing demand. <u>TACTICS</u> a. Develop self-advocacy skills for students through the coordination of their individual services and accommodations. b. Provide access points to information resources and information literacy skills training through expanded availability of print/electronic resources/guides in numerous formats and accessible remotely 24/7, including instruction for both students and staff.</p>	<p>a. Student Success. b. Student Success</p>		<p>a. Tactic a: track appointment scheduling and follow-through as a measure of improved self-advocacy. b. Tactic b: publishing existing metrics.</p>
<p>3. Advance assessment of academic and supportive services programs and student learning. <u>TACTICS</u> a. Evaluate information from community/ student surveys/advisory boards on the development/closure of health programs. b. Create more opportunities for faculty to address assessment results and strengthen student learning in cross disciplinary forums.</p>	<p>a. Instructional Services b. Instructional Services</p>		<ul style="list-style-type: none"> • Tactic a: <ul style="list-style-type: none"> • Yearly evaluation/update of five year program plan. • Approval for new health programs by all parties (state, HLC, CIP etc.). • Enrollment in new programs meets requirements of school, accrediting agencies, etc. • Closure of programs occurs within school/state, national guidelines. • Tactic b: Assessing the number of forums held, breadth of faculty involved, and number of projects that result, and developing a list of best practices to guide future projects.

GOAL: Exercise regional leadership through transformative partnerships and educational opportunities.			
OBJECTIVES/TACTICS	RESPONSIBLE INDIVIDUAL(S)	TIMELINE	OUTPUTS/DOCUMENTATION OF RESULTS
<p>1. Increase internship opportunities through business partnerships.</p> <p><u>TACTICS</u></p> <p>a. Identify potential industries (manufacturing, etc...).</p> <p>b. Identify key players and their needs.</p> <p>c. Provide training.</p>	<p>a. Instructional Services</p> <p>b. Instructional Services</p> <p>c. Instructional Services</p>		<ul style="list-style-type: none"> • Expanded numbers of internships. • Increased student participation. • Increased student enrollment in academic programs with internships • Improved retention and graduation rates in programs with internships. • Expand offerings for Career/Technical programs (e.g. Vet Tech, Manufacturing).

GOAL: Improve institutional effectiveness by integrating data to drive budgeting and decision-making.			
OBJECTIVES/TACTICS	RESPONSIBLE INDIVIDUAL(S)	TIMELINE	OUTPUTS/DOCUMENTATION OF RESULTS
<p>1. Support and sustain an environment of evaluation to assure student workforce preparedness and/or transfer to four-year institutions.</p> <p><u>TACTICS</u></p> <p>a. Develop and implement a formal interview and evaluation process for work study employees.</p> <p>b. Provide formal training on workforce “manner of performance” (how to be a good employee).</p> <p>c. Develop opportunities for students to volunteer in the community.</p> <p>d. Investigate online learning and provide reports on faculty and online students’ interaction to identify courses that need improvement.</p> <p>e. Provide expanded co-curricular opportunities through programming, clubs, and organizations that enhance student classroom experiences.</p> <p>f. Systemize assessment across the college to document successes, identify challenges, consider results, and make decisions to improve student learning based on the results.</p> <p>g. Support faculty and staff efforts to expand and strengthen student learning and success through analytics and evaluation.</p>	<p>All tactics shared between Enrollment Services and Student Success Divisions.</p>		<ul style="list-style-type: none"> • Tactic a: student satisfaction surveys and supervisory feedback; completion of formal training dates including: <ul style="list-style-type: none"> • The formal training for each work study employee AND supervisor will have a signature line stating they have been trained; • A formal evaluation is also an evaluating process and can be kept in the student’s financial aid file; • upon graduation, conduct an “exit” interview with work study students about their student employment. How much did it help them – not just financially but with work experience? • Assessment outcomes, plans, measures, and results; action plans to address results • Admission rates into four-year institutions • Quality/reputation of graduate at the institution to which they are accepted • Alumni perceptions of career responsibilities and satisfaction • Student ratings of their knowledge and skills and reflections on what they have learned • Honors, awards, and scholarships earned by students • Placement rates of graduates into appropriate career positions and starting salaries.

GOAL: Enhance and ensure effective and consistent communication to and from all PPCC stakeholders.			
OBJECTIVES/TACTICS	RESPONSIBLE INDIVIDUAL(S)	TIMELINE	OUTPUTS/DOCUMENTATION OF RESULTS
<p>1. Create audience-centric communication plans (with employees being the priority audience).</p> <p><u>TACTICS</u></p> <ul style="list-style-type: none"> a. Incorporate the following potential tactics into the appropriate plans: <ul style="list-style-type: none"> i. Develop a Community Connection Committee to provide educational video programming and develop a plan to partner with the Radio/TV Program, Marketing and hire a consultant to provide edited videos for Comcast Channel 21, PPCC You Tube channel and PPCC website. 	Marketing and Communication		c. Successful completion of each communication plan.