



Destination 2022

PIKES PEAK COMMUNITY COLLEGE

STRATEGIC PLAN

2017 - 2022

Destination 2022

A strategic plan is like a map.

The process of developing the map is the process of considering all the directions the College could go, but in the end, the map conveys our decision of where we will go.

In September 2016, Pikes Peak Community College began the process of developing the five-year strategic plan that will guide us forward over the next five years.

This is our Destination 2022.



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Planning

“Planning is bringing the future into the present so that you can do something about it now.”

ALAN LAKEIN



Mapping Foundation: Keep What's Working



We began the process with a look at the foundational strategic statements, such as the mission statement handed down from the Colorado Community College System (CCCS), the CCCS Strategic Plan, PPCC's vision statement, and the core values.

As a result of the good work done under the previous strategic plan, the employee climate survey data showed the PPCC employees already had a very high level of awareness of and buy-in for the PPCC vision which is: "Students succeed at PPCC." The data also showed a strong commitment to the statement of values which is described as "a community built on learning, mutual respect, and diversity," and as manifest in these ways:

Teaching and

Learning: Our primary commitment is to student learning, success, and achievement, while promoting open and universal access to an affordable education and affirming the importance of our facilities and learning environments.

Mutual Respect and Accountability:

Because people are our greatest resource, we foster a culture rooted in civility, mutual trust, and support, and hold ourselves accountable for our decisions and actions.

Community and

Diversity: We engage and support our community while embracing diversity, as it enriches lives and educational experiences.

CONCLUSION



Rather than undo things that were clearly well-known and well-received, we decided to build on the vision and the core values.



The Process Priorities

With the vision and values in place as our parameters, we set about to design a planning process that would embody the following priorities:

01. To be as inclusive and transparent as possible, while also being efficient.
02. To look further outward into the community needs, market trends, and future educational and demographic trends than PPCC had been able to do in the past.
03. To make the plan actionable by focusing on what PPCC should do differently rather than trying to validate all of the things that are already going well. For example, while we considered PPCC strengths, we moved on to what was next; we didn't want any plan goals or tasks to read "continue doing..."
04. To produce a focused plan that will provide measurement of progress toward stated goals

The Planning Process



All of the planning meetings were prepared and facilitated by a higher education strategy consultant who could steer the conversation without a personal agenda. The facilitator met with the Steering Committee—a small group of senior leadership—five times over the course of the planning process. Additionally, we invited a 40-member Task Force composed of a representative sampling of students, faculty, staff, and community members to meet for two, half-day workshops to review the Steering Committee’s discussions and conclusions, respond to the research findings, discuss plan priorities, brainstorm possible planning goals and tactics, and raise issues or concerns we might have missed.

The overall PPCC community was kept apprised of progress throughout the process through a dedicated strategic planning web-page on the PPCC.edu website. On the planning webpage, we described the various stages of the process, introduced the members of the committees, solicited input from all of PPCC’s constituents via web-based survey tools before, during, and after the plan was drafted, and posted downloadable copies of all the presentations and documents from each of the planning meetings. PPCC’s internal communications team helped guide people toward the web page and ask for their input.

Over the course of all of these meetings, we worked through a SWOT analysis, reviewed available metrics pertaining to PPCC’s employee climate, looked at student success metrics, and assessed PPCC’s performance relative to other similarly sized institutions. We also conducted some original and secondary research reviews of outside sources.

An open-ended survey posed to the PPCC community regarding their hopes and intentions for PPCC’s future

A focus group with a PPCC class

A review of secondary research on demographic trends with a specific look at predictions of likely state, region, and local trends by race and age

Two focus groups with local Hispanic high school students

A thorough review of regional economic indicators for PPCC’s service area

Interviews with local economic experts and business leaders

PLANNING

ANALYSIS

Through the research and discussion of findings, we identified the following contextual realities, challenges, and strengths we felt needed to be addressed in the strategic plan:

- ▶ Morale and confidence in leadership at PPCC has improved significantly over the past five years. However, additional opportunities remain to develop leadership capacity throughout the ranks and encourage greater creativity and risk-taking at all levels of the College.
- ▶ While PPCC has managed tremendous growth and worked to remove barriers to entry, there is still work to be done to make it easier to get through the administrative process of application and enrollment and easier and more compelling to stay enrolled to completion.
- ▶ Southern Colorado’s population is changing significantly: The Hispanic population has grown, and District 11’s percentage of Hispanic high school students is about double the percentage of Hispanic students currently enrolled at PPCC;

PPCC’s faculty and staff are predominantly white, non-Hispanic; Colorado’s population will age quickly over the next several decades; and, the northeastern part of PPCC’s service area is predicted to grow rapidly.

- ▶ The military population of the El Paso region remains very high, which creates opportunities to better serve military members and their families.
- ▶ While PPCC’s retention rates are on par with those of similar community colleges in the region, they are not as high as we would like—particularly among students of color.
- ▶ As the only public community college in the region, PPCC has a terrific opportunity to position ourselves as agile and responsive by doing a better job of keeping track of and responding to shifts in local employer needs with appropriate workforce-ready programs and by staying tuned to student needs for more flexible course delivery options in academic programs.

Goals & Tactics

**“Take time to deliberate;
but when the time for
action arrives, stop
thinking and go in.”**

ANDREW JACKSON



Goal 1: Develop a mission-minded culture

TACTICS

01. Develop future and existing leaders
02. Evaluate and incorporate best practices used by other institutions
03. Develop internal communication that keeps stakeholders informed, inspired and provides a vehicle for feedback
04. Establish an innovation incubator, where members of the college, the business community and students will utilize data and metrics to generate ideas and solutions

Goal 2: Assure that students set and achieve their academic and career goals

TACTICS

01. Identify each student's goals and develop an academic plan
02. Improve student support to maximize retention, completion and transfer
03. Ensure excellence in teaching and learning
04. Use assessment results to improve teaching, learning, and student support services

Goal 3: Deliberately drive enrollment to ensure a strong future for PPCC

TACTICS

01. Streamline admission and enrollment process to increase yield in new students from application to enrollment
02. Expand where and how classes are offered to meet students' needs
03. Communicate PPCC's academic excellence
04. Identify target-market segments and develop segmented marketing and recruitment strategies for each
05. Strategically plan and invest in campus physical and technology infrastructures to support high quality learning environments

Goal 4: Anticipate and respond to emerging workforce needs and demographic shifts

01. Grow the capacity to develop high-demand programming
02. Monitor and use data about regional demographic trends (e.g. housing shifts, aging trends, etc.)
03. Strengthen and build partnerships with business and industry
04. Explore credentialing, competency-based initiatives or other strategies to align student needs with industry standards
05. Evaluate and improve our degree portfolio

Goal 5: Better serve a diverse current and prospective student population

01. Hire and retain a diverse workforce that represents our community
02. Increase the cultural competency of faculty, staff and students
03. Identify ways to improve recruitment, enrollment, retention and completion of underrepresented students

Appendix:

The Destination 2022 Plan with Corresponding Action Steps

Action Updates

Action Steps will evolve as Directors and their teams develop them. **Look for updates and achievements toward the goals at ppcc.edu/strategic-planning**

GOAL 1 DEVELOP A MISSION-MINDED CULTURE

Action steps

TACTIC 01

Develop future and existing leaders

- ▶ Drive accountability by rewarding excellent performance and innovative risk-taking
- ▶ Conduct leadership training to develop leadership skills & build effective teams
- ▶ Ask excellent performers to teach their peers
- ▶ Expose faculty and staff to exciting student experiences to keep them connected to the impact PPCC has on students Pathways
- ▶ Empower mid-level leaders to recognize and reward innovative risk-taking among their teams and communicate success stories with the rest of the institution.

TACTIC 02

Evaluate and incorporate best practices used by other institutions

- ▶ For example, HR practices of recruiting, minimum job requirements, instructional practices, guided pathways, CTE programming, etc.

TACTIC 03

Develop internal communication that keeps stakeholders informed, inspired, and provides a vehicle for feedback

- ▶ Identify the formats in which PPCC stakeholders will pay attention to information
- ▶ Share success stories

TACTIC 04

Establish an innovation incubator where members of the College, the business community, and students will utilize data & metrics to generate ideas and solutions

- ▶ Give members of the innovation incubator real problems to solve (e.g., what are the best ways to communicate with PPCC stakeholders so they attend to the info and feel engaged?)
- ▶ Provide a mechanism where ideas can be tested

Action steps

TACTIC 01 <i>Identify each student's goals and develop an academic plan</i>	<ul style="list-style-type: none">▶ Understand a student's goals at the point of enrollment and track and advise accordingly▶ Every student has an academic plan by the end of their first semester▶ Expand student success courses (For example, college ready students and/or programmatic areas)	<ul style="list-style-type: none">▶ Explore meta-majors and Guided Pathways▶ Each degree seeking student completes his/her math in their first year
TACTIC 02 <i>Improve student support to maximize retention, completion, and transfer</i>	<ul style="list-style-type: none">▶ Design a process tailored to identify and address the diverse needs of an entering student (i.e. support tactics would vary by student needs)▶ Increase engagement through student life programming	<ul style="list-style-type: none">▶ Create social connections for students within the College community so that they stay on campus, know people, and be involved▶ Design student support and resources to increase graduation and transfer rates
TACTIC 03 <i>Ensure excellence in teaching and learning</i>	<ul style="list-style-type: none">▶ Promote high impact learning practices, including service learning, experiential learning, learning communities, writing intensive courses, collaborative projects, global studies, internships, and capstones projects	<ul style="list-style-type: none">▶ Use data to drive best practices in developmental education▶ Invest in professional development to support high impact learning practices
TACTIC 04 <i>Use assessment results to improve teaching, learning, and student support services</i>	<ul style="list-style-type: none">▶ Promote a culture of assessment leading to continuous improvement in every academic program▶ Promote a culture of assessment leading to continuous improvement in student support services including co-curricular experiences	

Action steps

TACTIC 01 <i>Streamline the admission and enrollment process to increase yield in new students from application to enrollment</i>	<ul style="list-style-type: none">▶ Provide clear communication about the path to enrollment▶ Minimize high stakes testing for placement▶ Develop pre-enrollment orientation and advisement appropriate for a variety of student populations	<ul style="list-style-type: none">▶ Provide for early financial aid and scholarship award notifications▶ Connect students to their academic program plan in their first semester (a course or activity in their academic program)
TACTIC 02 <i>Expand where and how classes are offered to meet students' needs</i>	<ul style="list-style-type: none">▶ Analyze evening, weekend, and online options to ensure students can complete degrees▶ Use guided pathways principles to help students navigate the alternative scheduling options▶ Launch targeted marketing for online, weekend, and evening students	<ul style="list-style-type: none">▶ Use AdAstra Analytics, Institutional Effectiveness and other available resources to determine which sections need to be added, considering location, time, and demand
TACTIC 03 <i>Communicate PPCC's academic excellence</i>	<ul style="list-style-type: none">▶ Target participation at community-based events that connects us to potential students▶ Develop universal PPCC messaging and talking points	<ul style="list-style-type: none">▶ Showcase student and alumni success stories▶ Highlight notable faculty and staff and their accomplishments
TACTIC 04 <i>Identify target market segments and develop segmented marketing and recruitment strategies for each</i>	<ul style="list-style-type: none">▶ Convert concurrent students to transfer students▶ Appeal to non-traditional students by increasing offerings and organization of evening, weekend and online programming to meet the diverse needs of students▶ Increase scholarship funds available for incoming students. Aggressively	<p>market scholarship opportunities to appropriate segments</p> <ul style="list-style-type: none">▶ Develop recruitment strategies for Latino/Hispanic students and diverse populations that are underrepresented in a particular academic program (Nursing, Cyber Security, STEM, etc.)
TACTIC 05 <i>Strategically plan and invest in campus physical and technology infrastructures to support high quality learning environments</i>	<ul style="list-style-type: none">▶ Maintain updated PPCC Master Facilities Plan▶ Maximize returns on IT infrastructure investments by providing relevant and responsive training	

Action steps

TACTIC 01

Develop the capacity to develop high-demand programming

- ▶ During programming development and academic review, use the Workforce Development Division as a resource to understand and analyze workforce demand
- ▶ Secure adequate resources for high-demand programs

TACTIC 02

Monitor and use data about regional demographic trends (e.g. housing shifts, aging trends, etc.)

- ▶ Evaluate educational trend data to understand the difference between the needs of highly educated newcomers and those of up-and-coming locals so we can advocate effectively for all learners
- ▶ Use demographic trend data to determine delivery of services and programs
- ▶ Identify and promote the diverse educational needs of our service area

TACTIC 03

Strengthen and build partnerships with business and industry

- ▶ Develop a systematic plan to educate partners about PPCC and its mission/programming
- ▶ Create a point of contact to coordinate student/employer connections
- ▶ Pilot academic cluster navigators to build a pipeline that starts with potential students and ends with employment

TACTIC 04

Explore credentialing, competency-based initiatives or other strategies to align student needs with industry standards

- ▶ Monitor and evaluate current and potential credentialing opportunities in the market place
- ▶ Effectively communicate student knowledge, skills and abilities to employers
- ▶ Based on data and employer needs, provide applicable student evaluation and testing

TACTIC 05

Evaluate and improve our degree portfolio

- ▶ Develop a dashboard to conduct an annual academic division review to analyze programs
- ▶ Work with Workforce Development and industry partners to identify which additional degrees are needed to drive the economy with appropriately trained graduates

Action steps

TACTIC 01

Hire and retain a diverse workforce that represents our community

- ▶ Develop recruitment strategies to attract diverse candidate pools
- ▶ Develop effective candidate selection strategies
- ▶ Develop effective retention strategies
- ▶ Evaluate current programming and practices

TACTIC 02

Increase the cultural competency of faculty, staff, and students

- ▶ Develop additional initiatives to create a more inclusive or culturally responsive campus environment (For example, increase designated global study sections, develop staff professional development trainings, and increase cultural experience/ events on campus)
- ▶ Orientation of employees and students to build cultural competency

TACTIC 03

Identify ways to improve recruitment, and enrollment, retention, and completion of underrepresented students

- ▶ Collect and evaluate data that is representative of various student populations
- ▶ Secure dedicated funding for meaningful scholarships for a diverse student body
- ▶ Evaluate current programming and practices and identify and pilot new initiatives that promote best practices
- ▶ Drive greater Hispanic enrollment, getting to 20%, with an eventual goal of 25%, which would make PPCC a Hispanic Serving Institution
- ▶ Create a staff, faculty, student and community advisory team to devise tactics to make that happen
- ▶ Grow military (and military family) retention and completion rates



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