



Strategic Plan

Alignment

PCC Alignment of Enrollment Plan, Equity Plan, and Technology Plan with College Strategic Plan (formerly EMP)

Mission:

Pasadena City College is an equity-minded learning community dedicated to enriching students' academic, personal, and professional lives through an array of degree and certificate programs, campus engagement, and customized student support.

Vision:

Every student at **Pasadena City College** is welcomed into a safe and dynamic learning community that:

- Affirms them and their experiences,
- Created conditions for empowerment, critical thinking, and informed civic engagement, and
- Provides the support needed to meet their personal, academic, and career aspirations.

Values:

- Academic Integrity and Excellence
- Commitment to Antiracism
- Student-first decision making
- Cultural humility
- Social justice
- Free and informed expression
- Introspection and reflection
- Culturally responsive teaching
- Centering the identities and lived experiences of our campus community
- Reimagining education
- Transformational problem solving



Strategic Plan (formerly Educational Master Plan)

Five Goals (based on Chancellor's Vision for Success)

1. **Completion:** Increase the number of students who earn an Associate Degree, Associate Degree for Transfer, or any credit or noncredit approved award.
2. **Transfer:** Increase the number of students who transfer to a four-year institution.
3. **Unit Efficiency:** Decrease the number of units accumulated by students who earn an Associate Degree or an Associate Degree for Transfer.
4. **Workforce Development:** Increase the median earnings and/or the regional living wage for students that exit the college.
5. **Equity:** Close the equity/achievement gaps in the above four goals.

Institutional Priorities (derived from PCC Mission, organize Strategies of the Strategic Plan)

1. Exceptional Academic Programs and Delivery (Strategies A-I)
2. Equity-Minded Learning Community (Strategies A-H)
3. Campus Engagement and Environment (Strategies A-J)
4. Customized Student Support (Strategies A-E)



1. Exceptional Academic Programs and Delivery

A Engage in college-wide comprehensive design and redesign to ensure viable degree and certificate programs.

Equity Plan:

- Increase Associate Degrees for Transfer (ADT) offerings.
- Increase online degree offerings.
- Increase online certificate offerings.
- Increase Z-Degree (Zero textbook cost Degree) offerings.

B Develop and Offer courses in multiple modalities.

Enrollment Plan:

- Offer Courses and programs in modalities that optimize student success: in-person/online/hybrid.

Technology Plan:

- Deploy the information technology needed to support exceptional delivery of instruction in a variety of modalities.

C Collaborate with statewide agencies and partners to develop and/or sunset degree and certificate programs that are responsive to market needs.

D Develop and implement a comprehensive enrollment management process that ensures student-centered class scheduling and course offerings at all locations.

Enrollment Plan:

- Increase dual enrollment pathways to transfer programs.
- Schedule courses based on demand and modality data for optimal student success.
- Maintain an adaptive scheduling process that ensures just-in-time offerings to meet student demand.
- Actively review scheduling to ensure courses are scheduled based on program map sequence.
- Based on annual FTES growth targets, allocate additional FTEF to high-demand disciplines, while reserving a percentage of increased FTEF for demand-based additions during the enrollment cycle.
- Manage online classes and schedules to ensure student demand is being met and students have access to courses needed to progress in their program of study.
- Increase Dual Enrollment sections.
- Schedule noncredit courses in all modalities and on various days of the week and morning/evening, based on student needs and previous enrollment data.
- Promote noncredit/adult education programs and services to Adult Schools.

1. Exceptional Academic Programs and Delivery (continued)

E Empower and incentivize pedagogical innovation and excellence as a college standard.

Technology Plan:

- Expand technology professional development and learning opportunities for faculty and staff.

F Align all degrees and certificates with appropriate workforce demand.

G Refine credit and noncredit CTE programs based on market demand.

Enrollment Plan:

- Increase low unit and short-term certificate programs.

H Increase work-based learning opportunities.

I Implement a comprehensive and adaptive system of learning support.

Technology Plan:

- Utilize educational technologies to provide students with effective, efficient learning experiences and support services.
- Adopt a systematic approach to assessing information technology initiatives and implementation, resources (e.g., ITS asset inventory and tracking), services, support, and ITS policies and procedures, including replacement and refresh cycles.



2. Equity Minded Learning Community

A Develop a culture of equity-minded and effective instruction and support.

Equity Plan:

- Increase professional development centered on individual and collective inquiry and reflection centered on BIPOC experiences, Importance of Diversity, Equity and Inclusion, Cross-Racial Engagement, Encounters with Racial Stress, and racial dialogues across campus for Administrators, Faculty, and Staff.
- Equity Professional Development including faculty learning communities, instructional division-specific retreats, new faculty orientation/seminar to increase community and belonging for faculty. Increased opportunities for adjunct faculty will be prioritized.
- Investment in a Center for Liberatory Education for faculty will be key to inspire, cultivate, and celebrate teaching excellence and support faculty to build and foster equitable classrooms for our Black/African American and Hispanic/Latina/o/x students. Culturally sustainable pedagogy, gateway course re-design, racial equity data coaching, race-conscious inquiry, expansion of open educational resources/zero textbook costs, and communities of practice, all centered within an anti-racism and equity framework will be incorporated in the College's commitment to faculty learning and development.
- Equity Leads to include departments/divisions and staffing positions are identified throughout the action plans to ensure the Student Equity Plan is operationalized and accountable in all areas of the campus.

Enrollment Plan:

- Provide Faculty targeted professional development including: Zoom presentations, trauma-informed teaching, filming/editing videos, online course accessibility, addressing micro-aggressions in the classroom/virtual classroom, and student engagement strategies.

Technology Plan:

- Provide all students with timely, equitable access to the computing technologies, training, and the IT supports needed for successful engagement in instructional activities and connection with critical support.

B Examine and address equity gaps experienced by students that have not been identified previously at all locations.

C Identify and directly support disproportionately impacted students at all locations.

2. Equity Minded Learning Community (continued)

- D** Expand instructional transformation and support services for disproportionately impacted students at all locations.

Enrollment Plan:

- Increase mental health services and support for racially minoritized students as the College has seen an increased need as a result of collective trauma from the COVID-19 pandemic.

Technology Plan:

- Implement a comprehensive and adaptive learning technologies using data and aspects of artificial intelligence tailor material to the specific students and learning styles.



2. Equity Minded Learning Community (continued)

E Continue institutional transformation and consistent opportunities for professional learning that are equity-minded, and student centered. – *Equity Plan*

Enrollment Plan:

- Increase campus-wide professional development opportunities for PCC's commitment to be a trauma-informed institution starting at the beginning stages of being trauma aware through a transformative culture shift of being trauma responsive and informed.

Equity Plan:

- Train faculty on active student engagement in online classes including peer online course review and OTC. Integrate humanizing online courses and assessments in digital learning into PCC Professional Development DE offerings.
- Increase training for PCC faculty on best practices for teaching high school students.
- Provide trainings and workshops on student health and mental health to PCC faculty and staff.

F Braid existing and emerging resources to further establish the impact of efforts that are equity-minded and communicate a sense of belonging for students who have been historically marginalized in higher education. – *Equity Plan*

G Engage in inquiry and design to further strengthen existing resources and services and determine where additional innovations are needed. - *Equity Plan*

Enrollment Plan:

- Provide enrollment management reports to the Chairs in every Division. Chairs are directly involved in scheduling and training faculty and must be involved in enrollment strategy.
- Survey new and continuing students to find out what they want.

H Engage in inquiry to assess and evaluate the success of coordinated support activities. – *Equity Plan*

Equity Plan:

- Inform action plans by collecting and centering Black/African American and Hispanic/Latina/o/x student voices and experiences through data collection.

3. Campus Engagement and Environment

A Develop a college-wide environment of engagement and sense of belonging for all students, including disproportionately impacted students.

Equity Plan:

- Create and implement recommendations from disaggregated student data and campus climate surveys to strengthen a sense of belonging and connection through trauma-informed practices for students, faculty, and staff.
- Establish and maintain information technology resources for the development of social networks, student life, College organizations.

B Increase awareness of programs and services at all locations.

C Ensure all existing and new full-time personnel positions and staffing align with institutional needs.

Equity Plan:

- In partnership with Human Resources, examine our hiring and retention policies to ensure that we expand institutional practices that support equitable outcomes for our racially minoritized students including:
 - Strengthen and build on our current EEO training (Culturally Responsive Selection Processes) to embed the values and mission of the college, promote workforce diversity, explore and mitigate biases and move from compliance to seeing equity as an imperative with the college's mission and values.
 - Inquiry into past and current trends in Black/African American and Hispanic/Latina/o/x hiring, promotions, and retention are needed. The College must understand the structural barriers to recruiting and retaining our racially minoritized staff and faculty and prioritize resources as we strive to be an anti-racist and inclusive campus environment.

D Increase opportunities for industry networking at all locations.



3. Campus Engagement and Environment (continued)

E Provide a flexible, innovative, culturally affirming, and adaptive learning environment.

F Maintain cutting edge and appropriate instructional equipment and technology college-wide.

Enrollment Plan:

- Plan engaging welcome week activities.

G Adopt an equity-minded, student-informed, and data-driven decision-making process college-wide.

Enrollment Plan:

- Provide Division-specific equity reports to all Deans and Chairs, empowering Divisions to train and make changes at the department/course level.

H Adapt college practices, reporting, and evaluation mechanisms to better measure effectiveness and campus climate.

Equity Plan:

- Strengthen Program Review and Annual Planning Processes to ensure that we are systemically aware of and focused on closing racial gaps, specifically in Instruction. While aspects of equity, diversity, and inclusion exist in both processes, there is an opportunity to enhance and expand the current structures to better align the college's efforts by including data, outcomes, and reflections on achieving equitable outcomes in the annual plans and program/unit reviews.
- Continue reviewing and revising Board Policies and Administrative Procedures impacting student success (i.e., grading policies, probation, etc.) for the college to be more student-centered and equity-minded for our Black/African American and Hispanic/Latina/o/x students.
- The Student Success Committee composition and goals will be reviewed and revised to monitor progress and report quarterly to College Council on the success metrics outcomes of the Student Equity Plan.

Technology Plan:

- Develop or enhance systems, practices, policies, and procedures to protect data, including cyber security, identity and access, privacy, governance, and risk management.

3. Campus Engagement and Environment (continued)

I Enhance and strengthen the overall college climate and develop a culture of collaboration.

Equity Plan:

- Increase collaboration and communication between Student Services and Instruction in relation to outreach and retention efforts including integration of projects supported by Hispanic Serving Institution grants.
- Increase campus communication on the progress and accomplishments of faculty and staff across campus through monthly newsletters/correspondences and/or community forums.

Technology Plan:

- Develop or Enhance policies and procedures for prioritizing and implementing Help Desk services to ensure the consistent and timely delivery of excellent technology support services.



4. Customized Student Support

A Empower students with intuitive and informative self-efficacy tools for tracking educational progress and goals.

Enrollment Plan:

- Create a new onboarding process that will help more students complete their requirements prior to the fall semester.
- Create a calendar of Basic Needs Activities.
- Implement a workshop series that focuses on financial literacy, resource navigation, mental health, career exploration, and budgeting.

Technology Plan:

- Provide students with readily accessible technology support and opportunities for customized training delivered in a variety of formats to meet students' diverse needs training and support services on adopted technologies.

B Streamline all student communication and services to best support the educational goal fulfillment of each student at all locations.

Enrollment Plan:

- Develop and implement a communication plan for students based on goal progression milestones (Guided Pathways).
- Send mass emails and texts to continuing students encouraging re-enrollment during registration periods.



4. Customized Student Support (continued)

C

Develop and implement a comprehensive and holistic student progress and support system to ensure college personnel assist students on their way to success and completion.

Equity Plan:

- Evaluate current successful key programs that focus on Black/African American and Hispanic/Latina/o/x students and upscale/expand, which includes a high touch concierge model specific to Black/African American students from outreach to completion as well as retention efforts for identified Hispanic/Latina/o/x student groups.
- Strengthen collaboration/coalition building for campus-wide success coaching model to ensure intentional support services for Black/African American and Hispanic/Latina/o/x students.

Enrollment Plan:

- Expand offerings of 24/7 remote student services.
- Increase the number of academic and student support services held at high schools. Utilize registration assistants in helping students with admissions and registration activities.
- Train high school personnel on PCC policies, academic programs/courses, procedures at PCC, and exemplary practices in dual enrollment.
- Develop both In-person and Virtual "On-Demand Counseling Days" during peak times and throughout the semester to meet the student demand in counseling.

Technology Plan:

- Deploy streamlined, easily accessible technologies (e.g., single portal, "master dashboard") to fully support all students from entry through goal completion.



4. Customized Student Support (continued)

D Provide leadership development and opportunities for emerging student leaders at all locations.

E Create and sustain a culture of viable career pathways for all students.

Enrollment Plan:

- Create range of options from single GE and CTE courses to Early College High School models.
- Evaluate career development activities and propose improvements.

F Enhanced and ongoing outreach to the community. – *NEW STRATEGY added via Enrollment Plan process*

Enrollment Plan:

- Promote enrollment fairs both in-person and online.
- Send a PCC branded welcome gift to all local high school seniors.
- Implement focused advertising campaigns targeting underrepresented groups via email, text, social media, local billboards, etc.
- Promote the PCC College Promise within the community.
- Launch refined marketing campaigns focusing on specific target audiences for 8-week courses in two years for degree, such as Business.
- Streamline admissions and registration processes between PCC and partnering high schools.
- Increase the visibility and presence of PCC at collaborating high schools including marketing campaigns in multiple languages to inform students, parents, and high school administrators about the benefits of dual enrollment.
- Host regular events for high school seniors.
- Market enrollment/outreach events to the parents of local high school students.