

PASADENA CITY COLLEGE

EDUCATIONAL MASTER PLAN




PASADENA
CITY COLLEGE

INTRODUCTION

As one of Pasadena City College's foundational strategic documents, the Educational Master Plan (EMP) sets the educational course for the campus for the next decade.

The purpose of the EMP is to enumerate the college's most important priorities and goals and to guide facilities and technology master plans, program development, and allocation of resources. The document is created through a process that brings together all constituent groups of the college - faculty, staff, students, managers, executive leaders, and community members - to put in writing a common set of goals and strategies for the institution.

In this document are listed four Institutional Priorities derived from the college's Mission Statement. Each of these priorities are then backed up by a set of Strategies that align with the College's Goals. Functional areas within the college will then organize Tactics to operationalize these strategies on an annual basis and evaluate performance through comprehensive program review. Through this integrated planning mechanism, the college will orient its operations toward fulfilling its Mission.

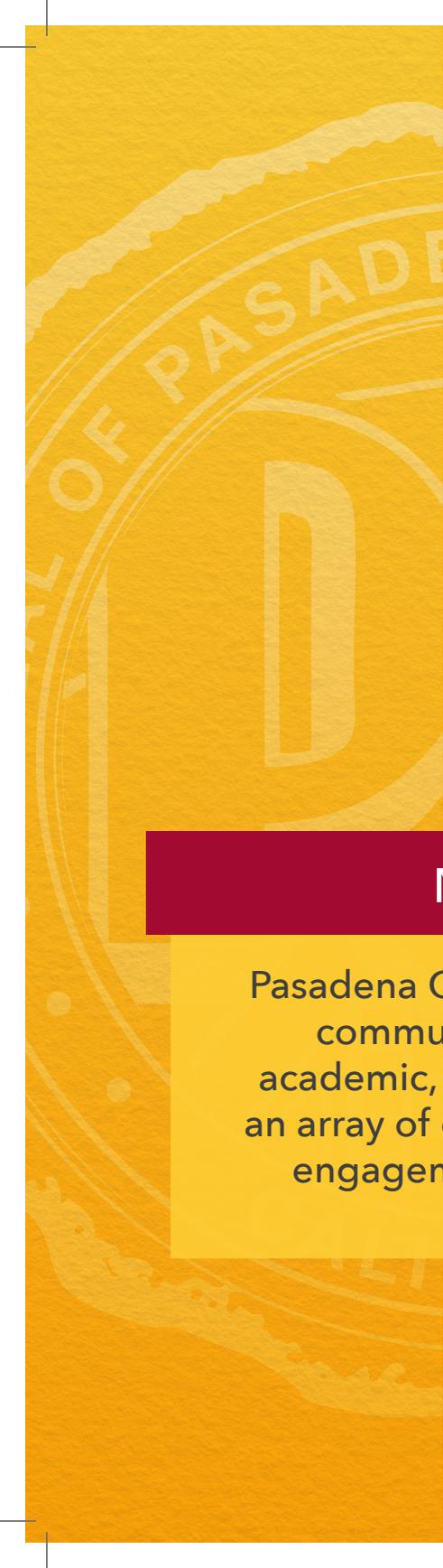
The EMP is closely aligned with the Chancellor's Office "Vision for Success," a directive toward excellence that inspires all California community colleges to reimagine the impact they have on their communities. This alignment ensures the college will be positioned for partnerships and emerging opportunities throughout the system.

As the organizing committee for this effort, the Strategic Planning Standing Committee is grateful to all who lent their imagination, analysis, and commitment to our students in this process. Without your dedication, this college could not possibly achieve its potential.

Sincerely,

Matthew T. Henes, Ed.D.
President, Academic Senate
Co-Chair
Strategic Planning
Standing Committee

Crystal Kollross
Executive Director,
Institutional Effectiveness
Co-Chair
Strategic Planning
Standing Committee



MISSION STATEMENT

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.



INSTITUTIONAL PRIORITIES

1. Exceptional Academic Programs and Delivery
2. Equity-Minded Learning Community
3. Campus Engagement and Environment
4. Customized Student Support



GOALS

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

EXCEPTIONAL ACADEMIC PROGRAMS AND DELIVERY

- Engage in college-wide comprehensive curriculum design and redesign to ensure viable degree and certificate programs
- Develop and offer courses in multiple modalities
- Collaborate with statewide agencies and partners to develop and/or sunset degree and certificate programs that are responsive to market needs
- Develop and implement a comprehensive enrollment management process that ensures student-centered class scheduling and course offerings at all locations
- Empower and incentivize pedagogical innovation and excellence as a college standard
- Align all degrees and certificates with appropriate workforce demand
- Refine credit and noncredit CTE programs based on market demand
- Increase work-based learning opportunities
- Implement a comprehensive and adaptive system of learning support



EQUITY-MINDED LEARNING COMMUNITY

- Develop a culture of equity-minded and effective instruction and support
- Examine and address equity gaps experienced by students that have not been identified previously at all locations
- Identify and directly support disproportionately impacted students at all locations
- Expand instructional efforts and support services for disproportionately impacted students at all locations
- Continue institutional transformation and consistent opportunities for professional learning that are equity-minded and student centered [EP]
- 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 [EP]
- Engage in inquiry and design to further strengthen existing resources and services, and determine where additional innovations are needed [EP]
- Engage in inquiry to assess and evaluate the success of coordinated support activities [EP]



CAMPUS ENGAGEMENT AND ENVIRONMENT

- Develop a college-wide environment of engagement and sense of belonging for all students, including disproportionately impacted students
- Increase awareness of programs and services at all locations
- Ensure all existing and new full-time personnel positions and staffing align with institutional needs
- Increase opportunities for industry networking at all locations
- Provide a flexible, innovative, culturally affirming, and adaptive learning environment
- Maintain cutting edge and appropriate instructional equipment and technology college-wide
- Adopt an equity-minded, student-informed, and data-driven decision making process college-wide
- Adapt college practices, reporting, and evaluation mechanisms to better measure effectiveness and campus climate
- Enhance and strengthen the overall college climate and develop a culture of collaboration





CUSTOMIZED STUDENT SUPPORT

- Empower students with intuitive and informative self-efficacy tools for tracking educational progress and goals
- Streamline all student communication and services to best support the educational goal fulfillment of each student at all locations
- 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
- Provide leadership development and opportunities for emerging student leaders at all locations
- Create and sustain a culture of viable career pathways for all students

CENTER FOR THE ARTS

ADDENDUM

- I. EMP Goal Targets
- II. Institutional Priorities Matrix

box office

BOONE SCULPTURE GARDEN

EMP GOAL TARGETS

| Vision for Success Local Goals | Baseline 2016-2017 | 2018-2019 Target | 2019-2020 Target | 2020-2021 Target | 2021-2022 Target |
|--|-----------------------|---------------------|---------------------|---------------------|---------------------|
| GOAL 1 - Completion | | | | | |
| Goal 1A: AA/ADT degrees by 15% | 3,177 | 3,295 | 3,413 | 3,531 | 3,650 |
| Goal 1B: Certificates by 20% | 482 | 506 | 530 | 555 | 580 |
| Goal 1C: All awards by 4% | 2,594 | 2,620 | 2,646 | 2,673 | 2,700 |
| GOAL 2 - Transfer | | | | | |
| Goal 2A: ADT degrees by 51% | 1,025 | 1,156 | 1,287 | 1,418 | 1,550 |
| Goal 2B: UC/CSU transfer by 32% | 2,052 | 2,214 | 2,376 | 2,538 | 2,700 |
| GOAL 3 - Unit Efficiency | | | | | |
| Goal 3A: decrease units by 15% | 92.52 | 89.12 | 85.72 | 82.32 | 79 |
| GOAL 4 - Workforce | | | | | |
| Goal 4A: sum median earnings by 6% | \$24,212 | \$24,575 | \$24,938 | \$25,301 | \$25,665 |
| Goal 4B: regional living wage by 6% | 35% | 36% | 38% | 40% | 41% |
| Goal 4C: field of study by 5% | 70% | 71% | 72% | 73% | 75% |
| GOAL 5 - Equity: Close all gaps | | | | | |

1. Exceptional Academic Programs and Delivery

| STRATEGIES | GOAL 1 Completion | GOAL 2 Transfer | GOAL 3 Unit Efficiency | GOAL 4 Workforce | GOAL 5 Equity |
|--|----------------------|--------------------|---------------------------|---------------------|------------------|
| Engage in college-wide comprehensive curriculum design and redesign to ensure viable degree and certificate programs | ● | ● | ● | ● | ● |
| Develop and offer courses in multiple modalities | ● | ● | ● | ● | ● |
| Collaborate with statewide agencies and partners to develop and/or sunset degree and certificate programs that are responsive to market needs | ● | ● | ● | ● | ● |
| Develop and implement a comprehensive enrollment management process that ensures student-centered class scheduling and course offerings at all locations | ● | ● | ● | ● | ● |
| Empower and incentivize pedagogical innovation and excellence as a college standard | ● | ● | ● | ● | ● |
| Align all degrees and certificates with appropriate workforce demand | ● | ● | ● | ● | ● |
| Refine credit and noncredit CTE programs based on market demand | ● | ● | ● | ● | ● |
| Increase work-based learning opportunities | ● | ● | ● | ● | ● |
| Implement a comprehensive and adaptive system of learning support | ● | ● | ● | ● | ● |

2. Equity-Minded Learning Community

| STRATEGIES | GOAL 1 Completion | GOAL 2 Transfer | GOAL 3 Unit Efficiency | GOAL 4 Workforce | GOAL 5 Equity |
|--|----------------------|--------------------|---------------------------|---------------------|------------------|
| Develop a culture of equity-minded and effective instruction and support | ● | ● | ● | ● | ● |
| Examine and address equity gaps experienced by students that have not been identified previously at all locations | ● | ● | ● | ● | ● |
| Identify and directly support disproportionately impacted students at all locations | ● | ● | ● | ● | ● |
| Expand instructional efforts and support services for disproportionately impacted students at all locations | ● | ● | ● | ● | ● |
| Continue institutional transformation and consistent opportunities for professional learning that are equity-minded and student centered [EP] | ● | ● | ● | ● | ● |
| 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 [EP] | ● | ● | ● | ● | ● |
| Engage in inquiry and design to further strengthen existing resources and services, and determine where additional innovations are needed [EP] | ● | ● | ● | ● | ● |
| Engage in inquiry to assess and evaluate the success of coordinated support activities [EP] | ● | ● | ● | ● | ● |

LEGEND: [EP] = Equity Plan (2019)

3. Campus Engagement and Environment

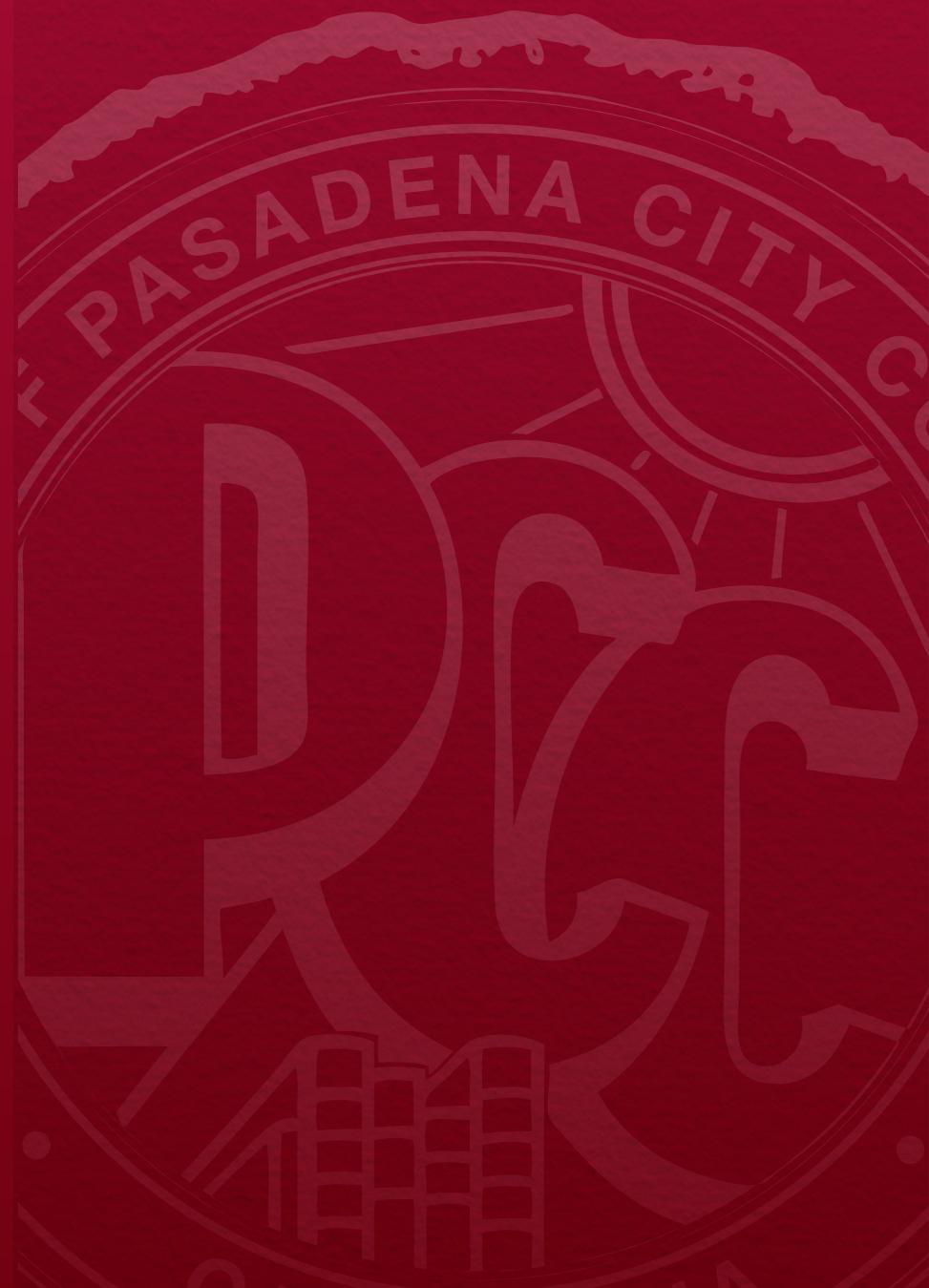
| STRATEGIES | GOAL 1 Completion | GOAL 2 Transfer | GOAL 3 Unit Efficiency | GOAL 4 Workforce | GOAL 5 Equity |
|--|----------------------|--------------------|---------------------------|---------------------|------------------|
| Develop a college-wide environment of engagement and sense of belonging for all students, including disproportionately impacted students | ● | ● | | | ● |
| Increase awareness of programs and services at all locations | ● | ● | | | ● |
| Ensure all existing and new full-time personnel positions and staffing align with institutional needs | ● | ● | ● | ● | ● |
| Increase opportunities for industry networking at all locations | ● | | | ● | ● |
| Provide a flexible, innovative, culturally affirming, and adaptive learning environment | ● | ● | ● | ● | ● |
| Maintain cutting edge and appropriate instructional equipment and technology college-wide | ● | ● | ● | ● | ● |
| Adopt an equity-minded, student-informed, and data-driven decision making process college-wide | ● | ● | ● | ● | ● |
| Adapt college practices, reporting, and evaluation mechanisms to better measure effectiveness and campus climate | ● | ● | ● | ● | ● |
| Enhance and strengthen the overall college climate and develop a culture of collaboration | ● | ● | ● | ● | ● |

4. Customized Student Support

| STRATEGIES | GOAL 1 Completion | GOAL 2 Transfer | GOAL 3 Unit Efficiency | GOAL 4 Workforce | GOAL 5 Equity |
|---|----------------------|--------------------|---------------------------|---------------------|------------------|
| Empower students with intuitive and informative self-efficacy tools for tracking educational progress and goals | ● | ● | ● | ● | ● |
| Streamline all student communication and services to best support the educational goal fulfillment of each student at all locations | ● | ● | ● | ● | ● |
| 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 | ● | ● | ● | ● | ● |
| Provide leadership development and opportunities for emerging student leaders at all locations | ● | ● | | | ● |
| Create and sustain a culture of viable career pathways for all students | ● | ● | ● | ● | ● |







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