



WELCOME!

Fall Planning Retreat
Friday, September 20, 2019
8:00am – 12:00pm
Creveling Lounge





Agenda for the Day

- 
- **8:00am** **Breakfast**
 - **8:30am** **Welcome**
 - **8:45am** **Student Services Update – Dr. Cynthia Olivo**
 - **9:15am** **Instruction Update – Stephanie Fleming**
 - **9:45am** **Break**
 - **10:00am** **Business and Administrative Services Update – Dr. Mike Bush**
 - **10:30am** **Accreditation Update – Crystal Kollross**
 - **10:45am** **Integrated Planning Cycle – David J. Colley**
 - **11:00am** **Updated EMP Process and Activity – Crystal Kollross & David J. Colley**

Student Services Update

students enrolling at Pasadena City College. The primary goal of CORE is to develop a holistic approach empowering students to succeed in higher education and beyond. The program focuses on building community, on and off campus, that will serve as social, emotional and academic support for our students.

Services Provided By CORE

- Assistance with college enrollment and services
- Guidance in applying for financial aid and scholarships
- Academic tutoring
- Student-peer mentorship
- Transfer preparation
- Expungement workshops
- Access to community resources
- Assistance with job readiness

Eligibility

- Currently enrolled at PCC
- Enrolled in at least three units
- Identify as a student who has been affected by incarceration

Contact Information:

Program Coordinator - Dr. Anthony Francoso
Email: core@pasadena.edu Phone: 626-585-7032



MEN OF COLOR PROGRAMS



SOCIAL WORK SERVICES

Guess what **#PCCLancers**, the **Los Angeles Regional Food Bank's** mobile food pantry will be on campus tomorrow courtesy of the **Pasadena City College Lancer Pantry!** Stop by Lancer's Pass between 12pm & 2pm to fill up a bag for FREE, no questions asked.



STUDENT HEALTH SERVICES



Suicide Prevention Training

September 10, 2019
Library Terrace | 12:00pm - 1:30pm

As suicide continues to affect our communities, reducing the shame and stigma surrounding mental health has become a necessity. Through conversation and engagement, this training will provide a better understanding of potential suicide risk factors, as well as resources and examples of how we can make a difference and support those around us who may be struggling.



RSVP @
<https://tinyurl.com/yx9fanp7>



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CAREER COMMUNITIES: STEM



PARENT PROGRAMS & SERVICES



A flyer for a 'PCC Playdate' event. The background is yellow. At the top, there's a red megaphone with the Pasadena City College logo. To the left of the megaphone is a yellow balloon that says 'FREE EVENT FOR NEW & CONTINUING STUDENTS!'. To the right is an orange balloon that says 'FREE PARKING IN LOTS 3 & 4'. The main text reads 'Are you a PARENT and a STUDENT?' followed by 'JOIN US FOR PCC PLAYDATE'. Below this, it says 'A WELCOME EVENT FOR PARENTING STUDENTS AND THEIR KIDS', 'AUGUST 22ND, 9AM TO 2PM', and '@ THE WELCOME CENTER WIFI LOUNGE (CC BUILDING)'. A section titled 'ONE-STOP SHOP' lists services: 'We are here to help you:' followed by a list of services with checkmarks. At the bottom, there are silhouettes of a family holding hands. On the left side, there are three more balloons: a red one saying 'FREE! ACTIVITIES FOR THE KIDS!', a pink one saying 'FREE! FOOD & SNACKS!', and a yellow one saying 'FREE! GOODIE BAG FOR PARENTING STUDENTS!'. The address and phone number are at the bottom.

FREE EVENT FOR NEW & CONTINUING STUDENTS!

Are you a PARENT and a STUDENT?

FREE PARKING IN LOTS 3 & 4

JOIN US FOR

PCC PLAYDATE

A WELCOME EVENT FOR PARENTING STUDENTS AND THEIR KIDS

AUGUST 22ND, 9AM TO 2PM

@ THE WELCOME CENTER WIFI LOUNGE (CC BUILDING)

ONE-STOP SHOP

We are here to help you:

- ✓ Meet with a counselor
- ✓ Register for classes
- ✓ Learn about CalWORKS, Child Development Center & more
- ✓ Apply for CalFresh & Medi-Cal benefits
- ✓ Navigate the transfer process
- ✓ Talk to current parenting students

FREE! ACTIVITIES FOR THE KIDS!

FREE! FOOD & SNACKS!

FREE! GOODIE BAG FOR PARENTING STUDENTS!

1570 E. Colorado Blvd. Pasadena, CA 91106 (626) 585-7123

FOSTER YOUTH SERVICES

California community colleges work to solve housing for foster youths

Housing is number one problem for students after leaving foster care

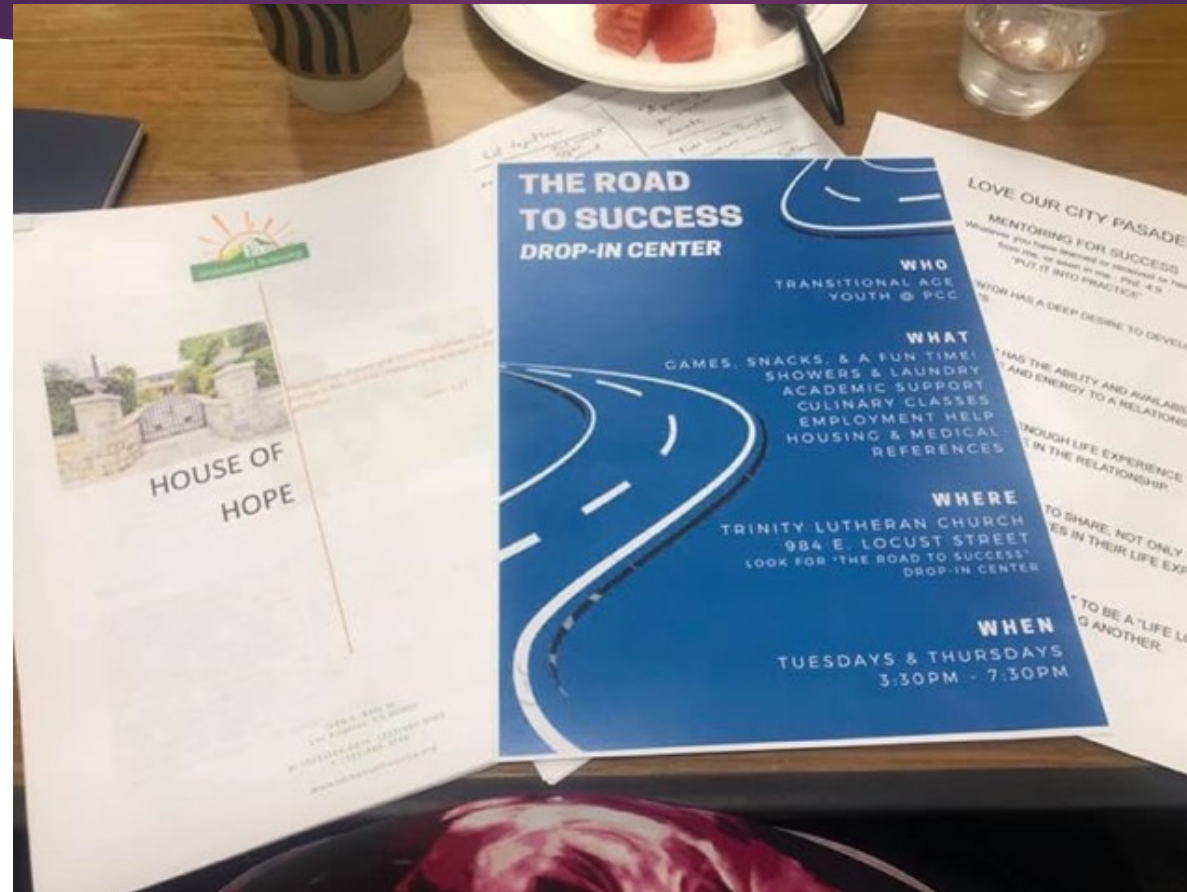


NEXTUP / CALIFORNIA COMMUNITY COLLEGES

NATIVE AMERICAN STUDENT SERVICES



HOUSING RESOURCES



HOUSING INSECURITIES RESPONSIVENESS



PCC CONNECT, CRANIUM CAFÉ, CAREER COMMUNITY COUNSELING, COUNSELING CLASSES AT MUIR



EXPANSION OF FUNDS FOR FORMERLY INCARCERATED STUDENTS



PCC PROMISE



College Access for Our
Community

The PCC Promise

The **PCC Promise** is
designed to increase
college completion and
affordability.

EQUITY CENTER



United Without Boundaries

We are a club on campus dedicated to helping undocumented and AB 540 students by bringing down academic barriers and providing resources with the help of our allies to obtain an equal opportunity for education.

THE OFFICE OF STUDENT LIFE

Rapid Response Emergency Aid (RREA)

Dreamkeepers is now ***Rapid Response Emergency Aid (RREA)***. The program is a collaborative campus effort to help PCC students if a financial crisis crops up which threatens your ability to stay in college.



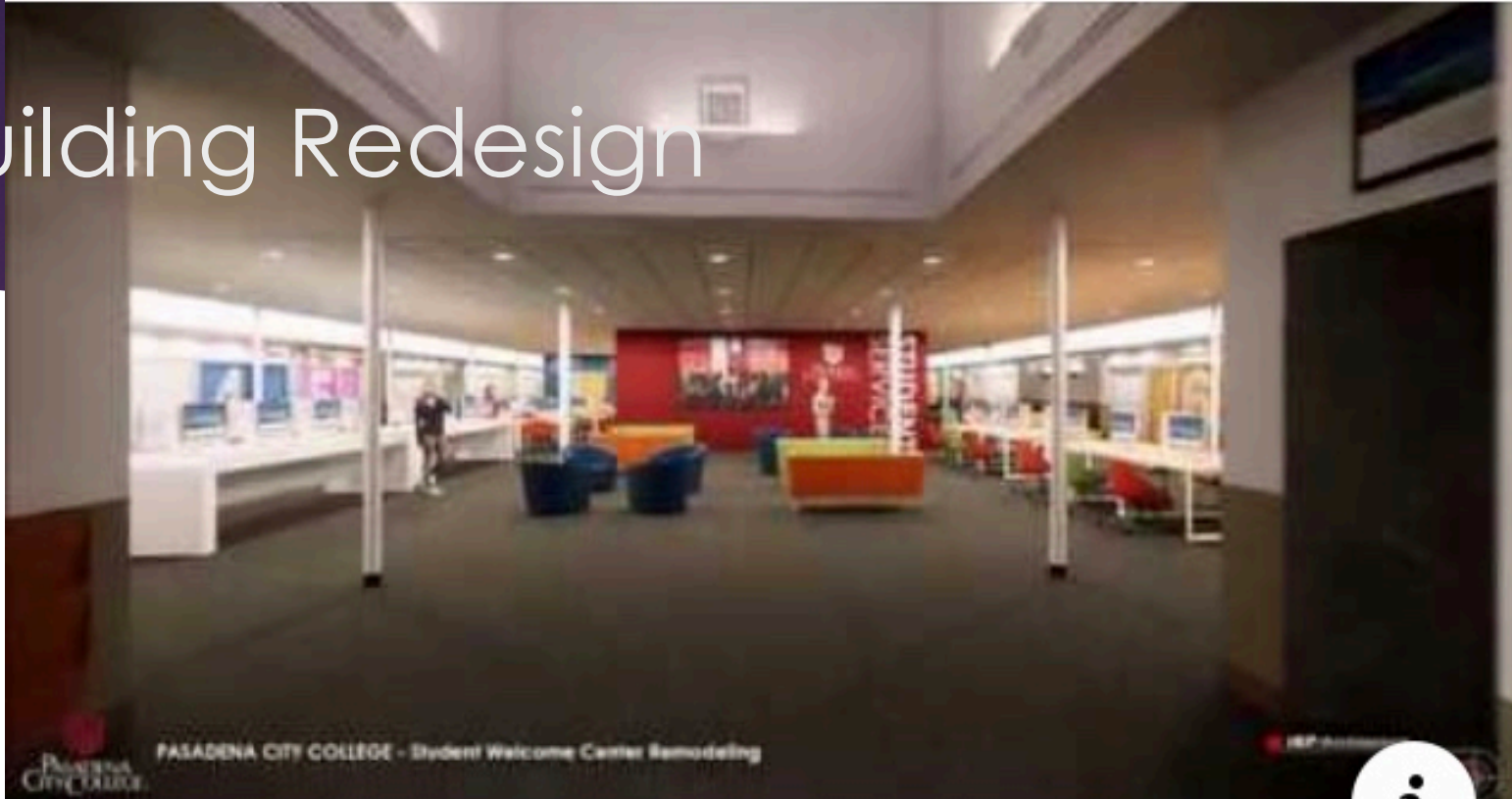
Queer Alliance

Queer Alliance is a safe, supportive, and discrimination-free place for LGBTQ+(Lesbian, Gay, Transgender, Bisexual, etc.) and allied communities and individuals on campus.

Membership in this organization is open to all PCC students and will not be restricted on the basis of age, disability, ethnicity, gender, national origin, race, religion, sexual orientation or political affiliation.

Students in good standing with the college are eligible for membership after attending or participating in an organization event/meeting.

L Building Redesign



PASADENA CITY COLLEGE

PASADENA CITY COLLEGE - Student Welcome Center Remodeling

HEP Architecture



YOUTUBE.COM

**PCC L Building Redesign
Animatic**

INCREASE TRANSFER

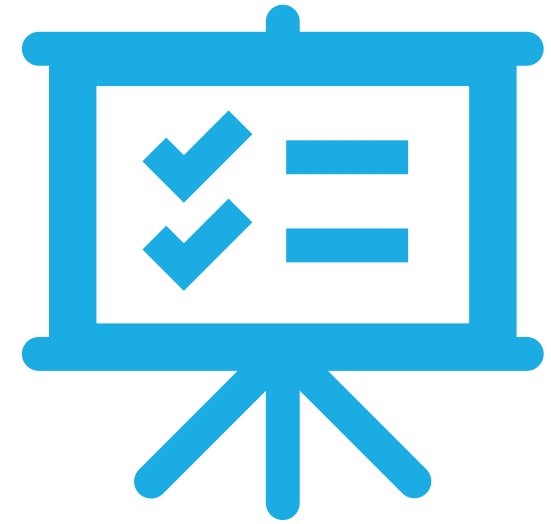


ACADEMIC AFFAIRS & INSTRUCTION UPDATE

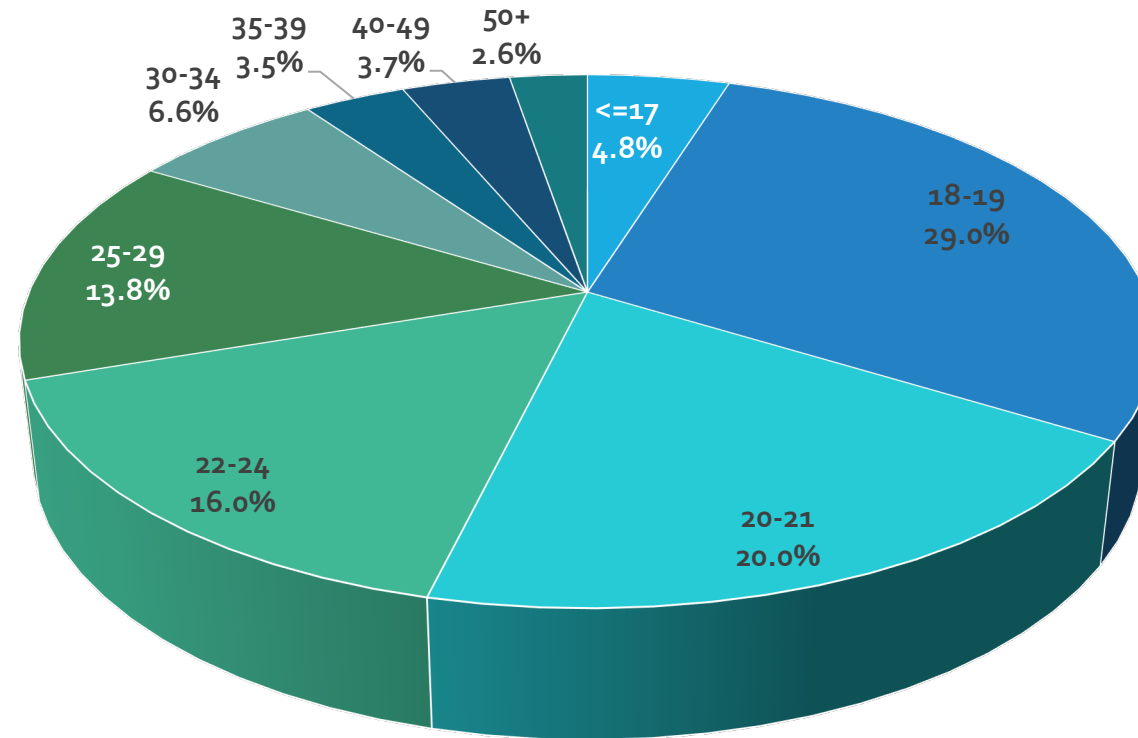
2019 Fall Planning
Retreat

Topics for Today's Presentation

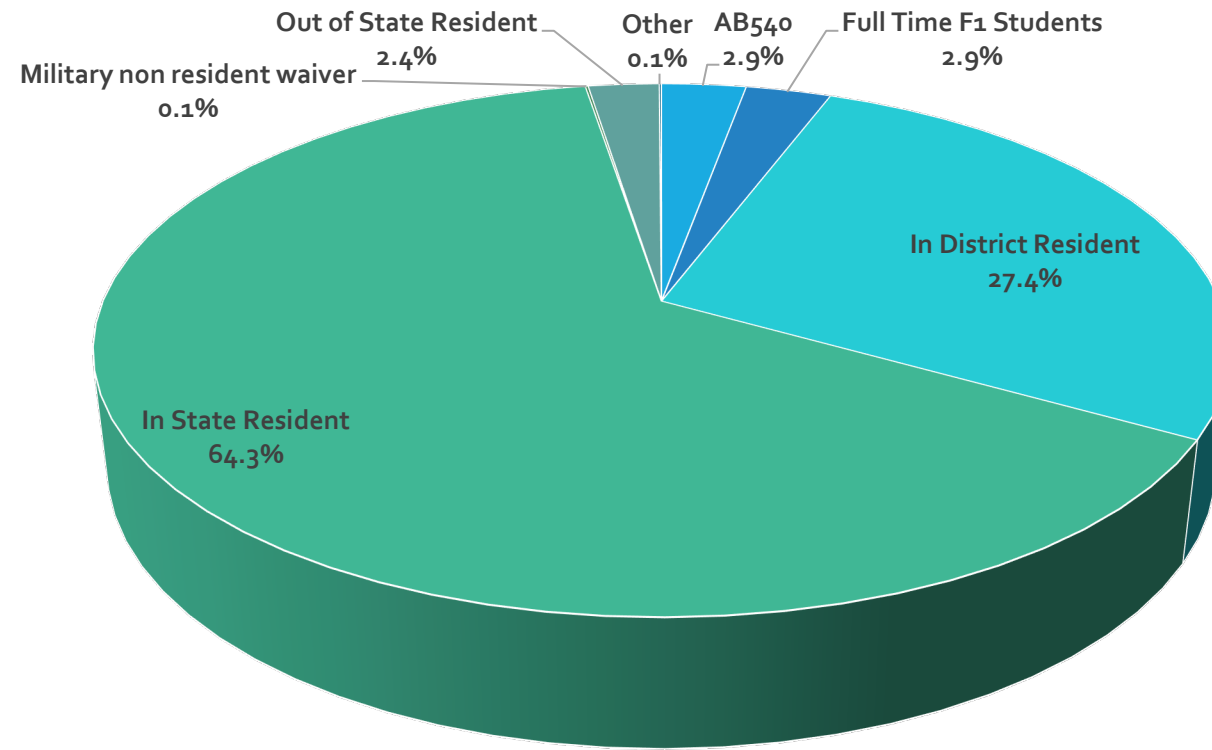
- Enrollment Update
- 2019-2020 Academic Affairs/Instruction Goals
- Strategies for Success



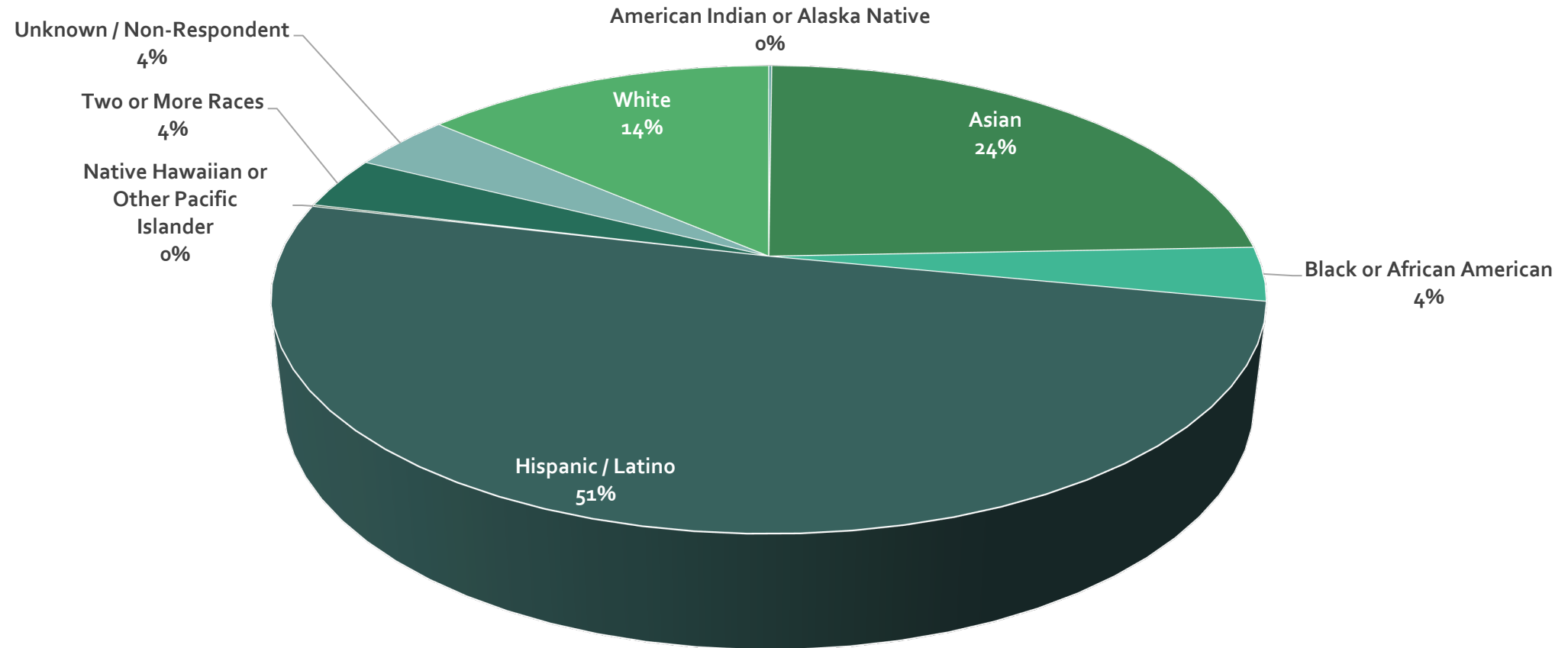
Fall 2019 Students by Age



Fall 2019 Students by Residency



Fall 2019 Students by Ethnicity



Enrollment comparison

	Fall 2018	Fall 2019	Difference
Head count Credit	27,076	26901	(175)
Head count Non-Credit	2523	2297	(226)
Enrollments Credit	77,977	77,833	(144)
Enrollments Non-Credit	4118	3806	(312)
Credit Sections	2729	2781	52
Non-Credit Sections	234	213	(21)

2019-2020 Goals



Increase the number of
associate degrees and
certificates awarded



Increase the number of
students who transfer with
a focus on UC and CSU



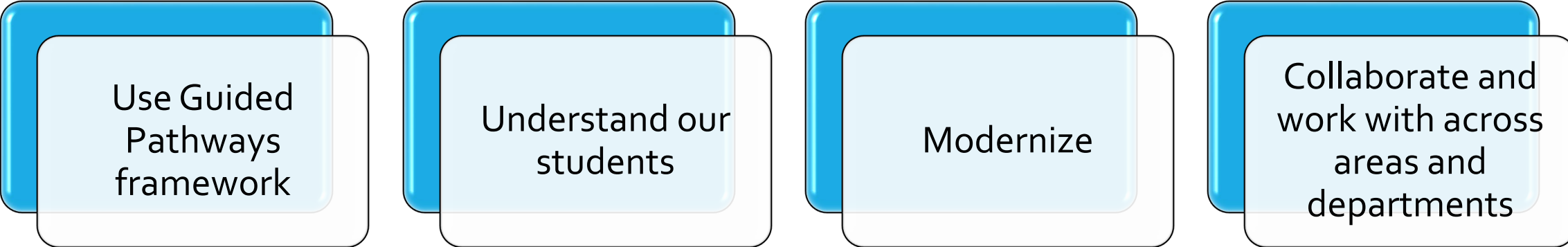
Decrease the number of
units accumulated by
students before earning a
degree/certificate



Increase workforce
preparedness and
employability



Close equity gaps



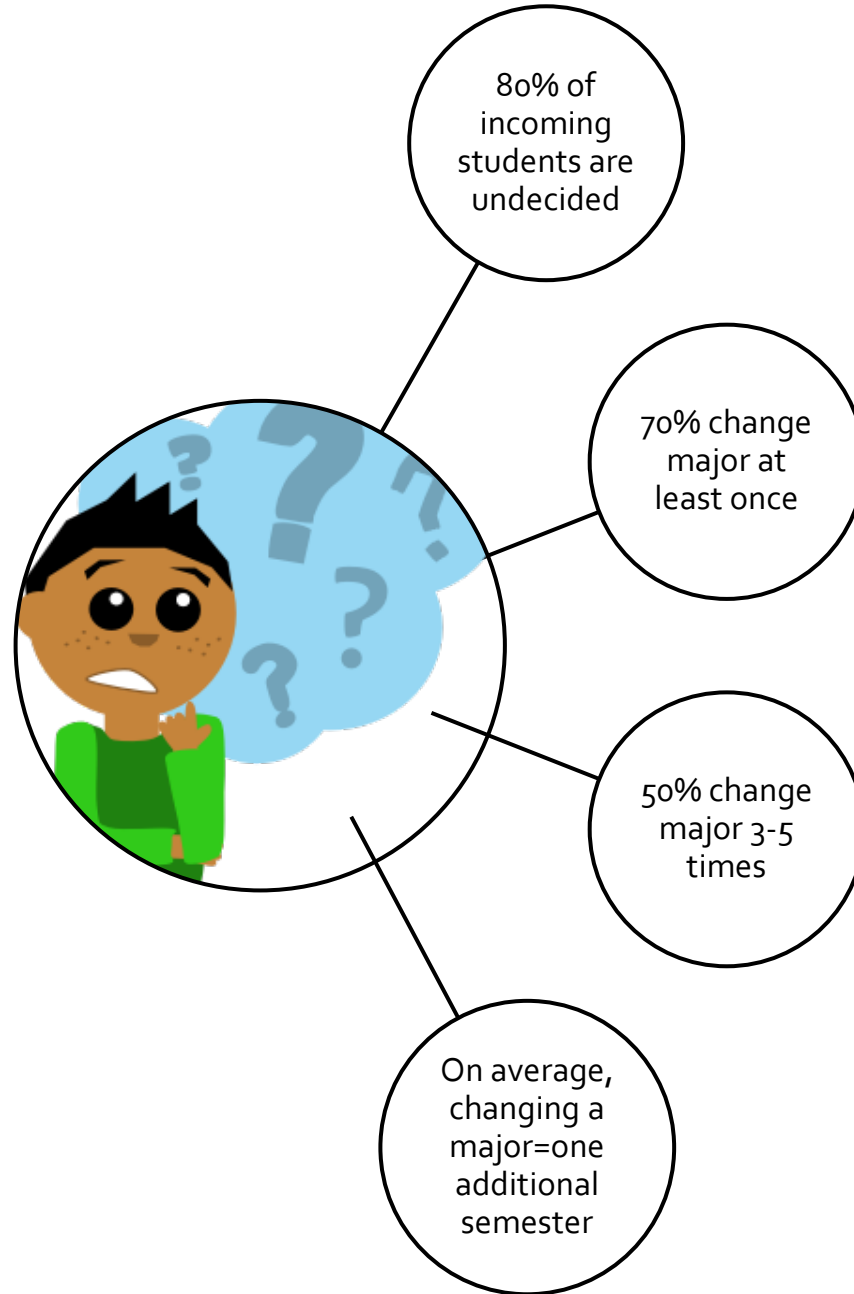
Use Guided
Pathways
framework

Understand our
students

Modernize

Collaborate and
work with across
areas and
departments

Strategies



Website

Become **a nurse.**

Whether you're planning to transfer to a four-year university or looking to enter the workforce, we have a **transfer major, degree or certificate** to get you there.

[Explore Academic Programs & Career Paths →](#)

Search Academic Programs

Find Programs



Career Exploration

Browse career options and take a Career Survey. Discover where your talents, personality and interests align with in-demand careers.

[Learn More](#)



Career Communities

Learn about careers, majors, and programs of study by interacting with faculty, staff, and peers with similar academic and professional goals.

[View Communities](#)



Programs of Study at PCC

Looking for a specific degree or certificate? Start your search here.

Find Programs

[View All Programs](#)

STEM

In the STEM Career Community, you will focus on programs of study that prepare you for certificates, degrees, transfer, and careers in multiple areas in the fields of science, technology, engineering and math.

Interested in STEM?

[View STEM at PCC](#)

Do these characteristics describe you?

- I want to understand how the universe works.
- I like to solve problems using math or science.
- I appreciate advanced technology and engineering.
- I enjoy developing theories or hypothesis.
- I like to study, conduct research, or work in a lab.
- I like complicated problems and intellectual challenges.

If so, you may be interested in a career in STEM.

Careers in STEM with Bright Outlooks

Career Communities	
Arts, Communication & Design	
Business & Industry	
Health & Wellness	
Liberal Arts & Sciences	
STEM	

Civil Engineers	
Climate Change Analysts	+
Computer Systems Analyst	+
Computer User Support Specialists	+
Database Administrators	+

Need help?

Need help choosing a program, certificate? Have questions about transfer? Or just want to discuss

Civil Engineers

Similar Job Titles

Bridge/Structure Inspection Team Leader, City Engineer, Civil Engineer, Civil Engineering Manager, County Engineer, Design Engineer, Project Engineer, Railroad Design Consultant, Structural Engineer, Traffic Engineer, Transportation Engineers.

Description

Perform engineering duties in planning, designing, and overseeing construction and maintenance of building structures, and facilities, such as roads, railroads, airports, bridges, harbors, channels, dams, irrigation projects, pipelines, power plants, and water and sewage systems.

Hourly \$52.35 Regional	Salary \$108,890 Regional	Current Employment 8,060 Regional	Job Growth ↑ 10.60% National
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Projections

This occupation currently employs 8,060 people in the region (Los Angeles-Long Beach-Glendale, CA Metropolitan Division). In the next ten years, employment for this occupation in the United States is expected to increase by 10.60%.

Education

% of Respondents	Education Level Required
43.00 <div><div></div></div>	Bachelor's degree
13.00 <div><div></div></div>	Post-baccalaureate certificate
26.00 <div><div></div></div>	Master's degree

STEM

Preparing you for certificates, degrees, transfer, and careers related to science, technology, engineering, and math.



Business & Industry

Preparing you for certificates, degrees, transfer, and careers in business, finance, manufacturing, construction, and entrepreneurship.



Health Sciences & Wellness

Preparing you for certificates, degrees, transfer, and careers related to physical health and wellness (health, nutrition, and kinesiology).



Liberal Arts

Preparing you for certificates, degrees, transfer, and careers related to literature studies, creative writing, composition, and library technology.



Social & Behavioral Sciences

Preparing you for certificates, degrees, transfer, and careers related to the understanding of cultures, communities, and human behavior.



Arts, Communication & Design

Preparing you for certificates, degrees, transfer, and careers related to visual, applied, and performing arts; communication; TV and film; and journalism.



Academic Program Maps

Associate in Arts Degree in Kinesiology for Transfer

Course Requirements

REQUIRED CORE (14 UNITS)

- ANAT 025 – Human Anatomy (4)
- KINT 003 – Introduction to Kinesiology (3)
- PYSO 001 – Human Physiology (4)

MOVEMENT-BASED COURSES (MINIMUM 3 UNITS)

Select a maximum of one course from any three of the following areas:

AQUATICS

- KINA 003A - Beginning Swimming I (1)
- KINA 003B - Advanced Beginning Swimming II (1)
- KINA 003C - Intermediate Swimming (1)
- KINA 003D - Advanced Swimming and Diving(1)
- KINA 028A - Beginning Aquatic Fitness Activities (1)
- KINA 028B - Intermediate Aquatic Activities (1)

COMBATIVES

- KINA 034A - Self Defense (1)
- KINA 034B - Intermediate Self-Defense (1)

Program Map

Kinesiology Associate in Arts for Transfer

Pathway To:

CSU - Bakersfield

 Time to Completion:

2 years

Map View ☒ List View

1 st TERM	2 nd TERM	3 rd TERM	4 th TERM
<div>PHED B42 3.0 Units Introduction to Kinesiology</div>	<div>BIOL B32 4.0 Units Human Anatomy and Physiology I</div>	<div>BIOL B33 4.0 Units Human Anatomy and Physiology II</div>	<div>NUTR B10 3.0 Units Elementary Nutrition</div>
<div>Physical Education - Movement Based course 1.0 Units Choose a course</div>	<div>MATH B22 or PSYC B5 4.0 Units Choose a course</div>	<div>Physical Education - Movement Based course 1.0 Units Choose a course</div>	
	<div>Physical Education - Movement Based course 1.0 Units Choose a course</div>		
<div>ENGL B1A 3.0 Units Expository Composition</div>	<div>Critical Thinking 3.0 Units Choose a course from Area A.3.</div>	<div>Humanities 3.0 Units Choose a course from Area C.2.</div>	<div>POLS B1 3.0 Units American Government: National, State and Local</div>
<div>Oral Communication 3.0 Units Choose a course from Area A.1.</div>		<div>American Institutions History 3.0 Units Choose a course</div>	<div>CHEM B1A 5.0 Units General Chemistry I</div>
<div>HLED B1 3.0 Units Principles of Health Education</div>		<div>Arts 3.0 Units Choose a course from Area C.1.</div>	<div>Arts, Literature, Philosophy, and Foreign Language 3.0 Units Choose a course from Area C.</div>
	<div>PHED B39A 3.0 Units Prevention and Care of Athletic Injuries</div>	<div>CSU Transferable course 1.0 Units Choose a course</div>	<div>Social Sciences 3.0 Units Choose a course from Area D.</div>

Enrollment Management Planning

Objectives:

- To create a cost –effective, student-centered schedule that increases completion rates and decreases time to completion
- Align course offerings with program maps and recommended course sequence
- Increase student retention and success rates (productivity)
- Use data to predict course taking patterns to drive the development of the Course Schedule

Need to address:

- AB 705
 - Impact of Multiple Measure Assessment
 - Development of a math & English sequence that allows completion of college-level math & English within one year
- Address courses offered
- Address course and unit counts
- Shift focus to programs
- Pipelines from Dual Enrollment to Transfer; Non-credit to credit; Associates Degree to Baccalaureate Degree



Mt. San Antonio College

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2019-2020 Academic Catalog

[Schedule of Classes](#)
[College Calendar](#)
[Campus Map](#)
[College Directory](#)
[Catalog PDF](#)
[PROGRAMS](#)
[REGISTRATION & POLICIES](#)
[STUDENT RESOURCES](#)
[THE COLLEGE](#)
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[Programs](#)

[Registration & Policies](#)

[Student Resources](#)

[The College](#)

[Catalog A-Z Index](#)


Home

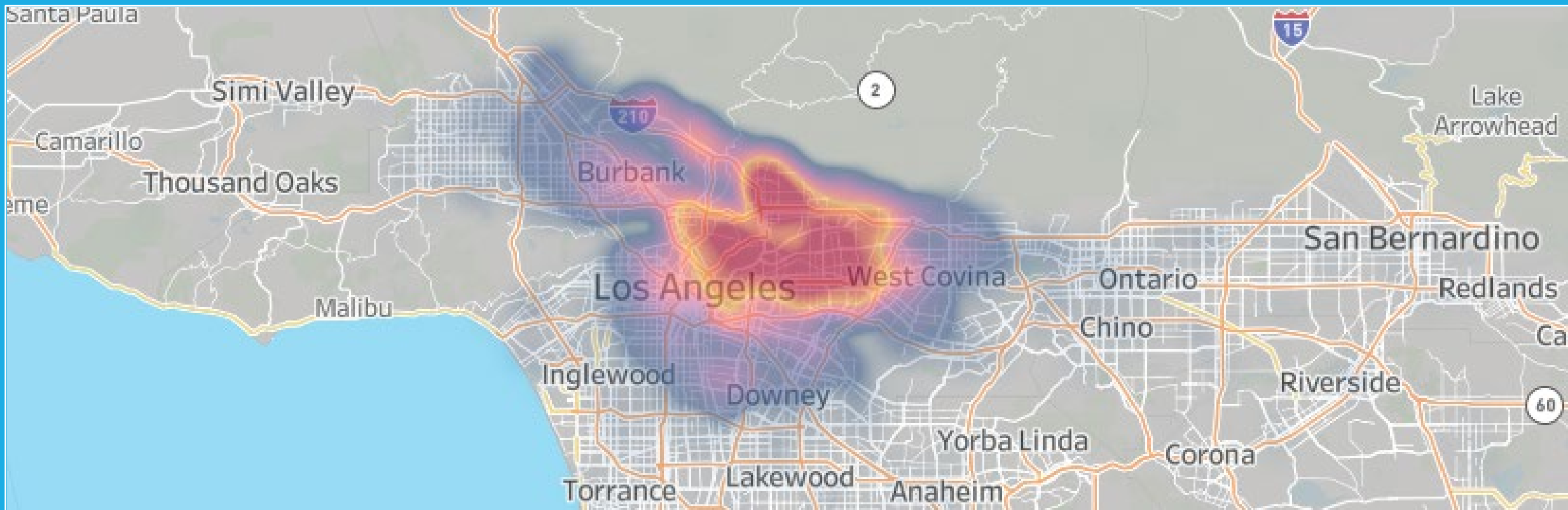
Welcome to our 2019-20 online Catalog!

Use the links at the top of the page or the links within the panel on the left to find what you are looking for.

Not sure what program you might be interested in? Click on "Explore Your Future" and filter through our many program and certificate options.

Thank you.





UNDERSTAND OUR STUDENTS

Fall 2019

ACADEMIC_PERIOD_DE...

Fall 2019

Short Name

Pasadena

Student Population

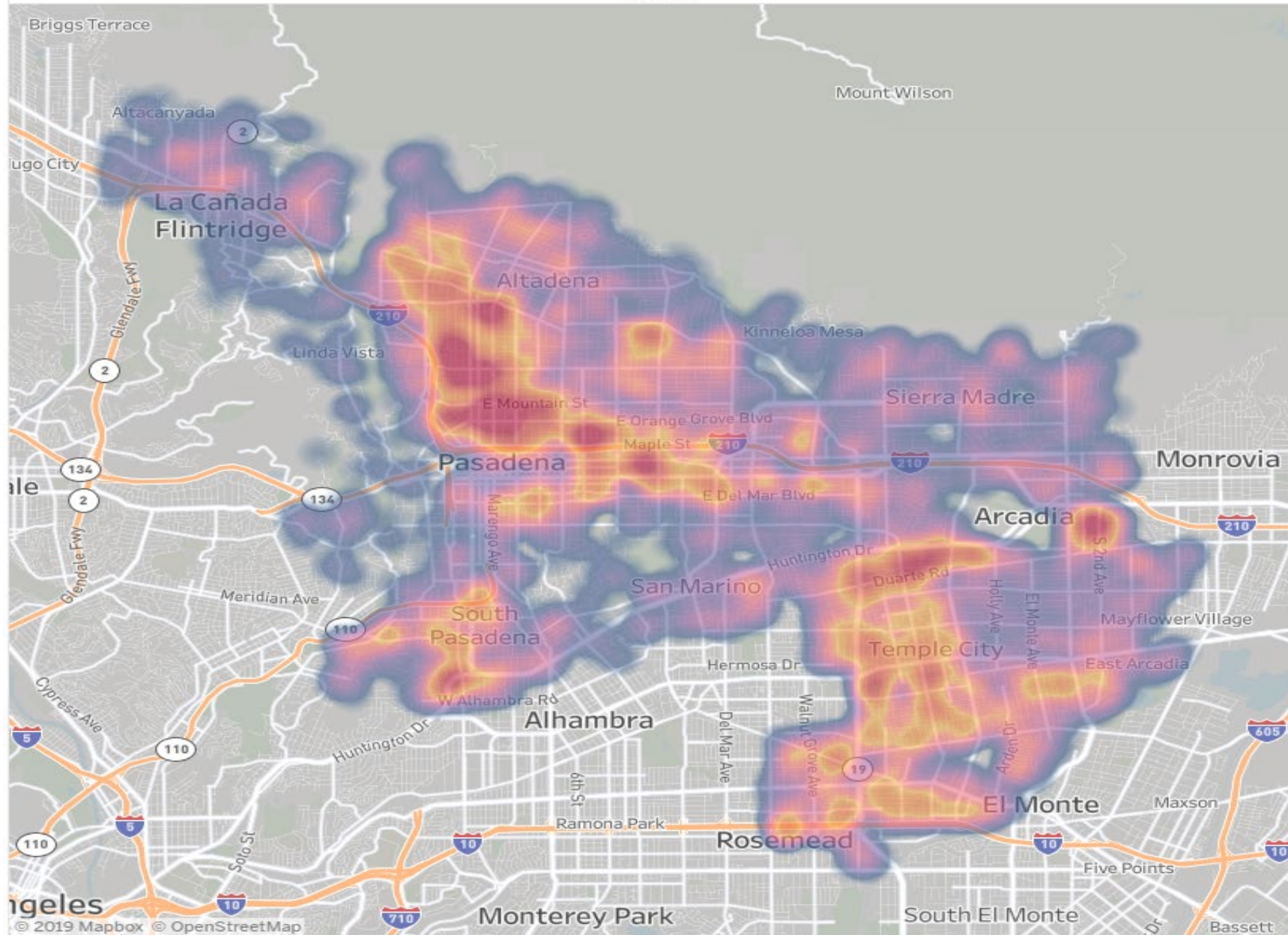
(All)

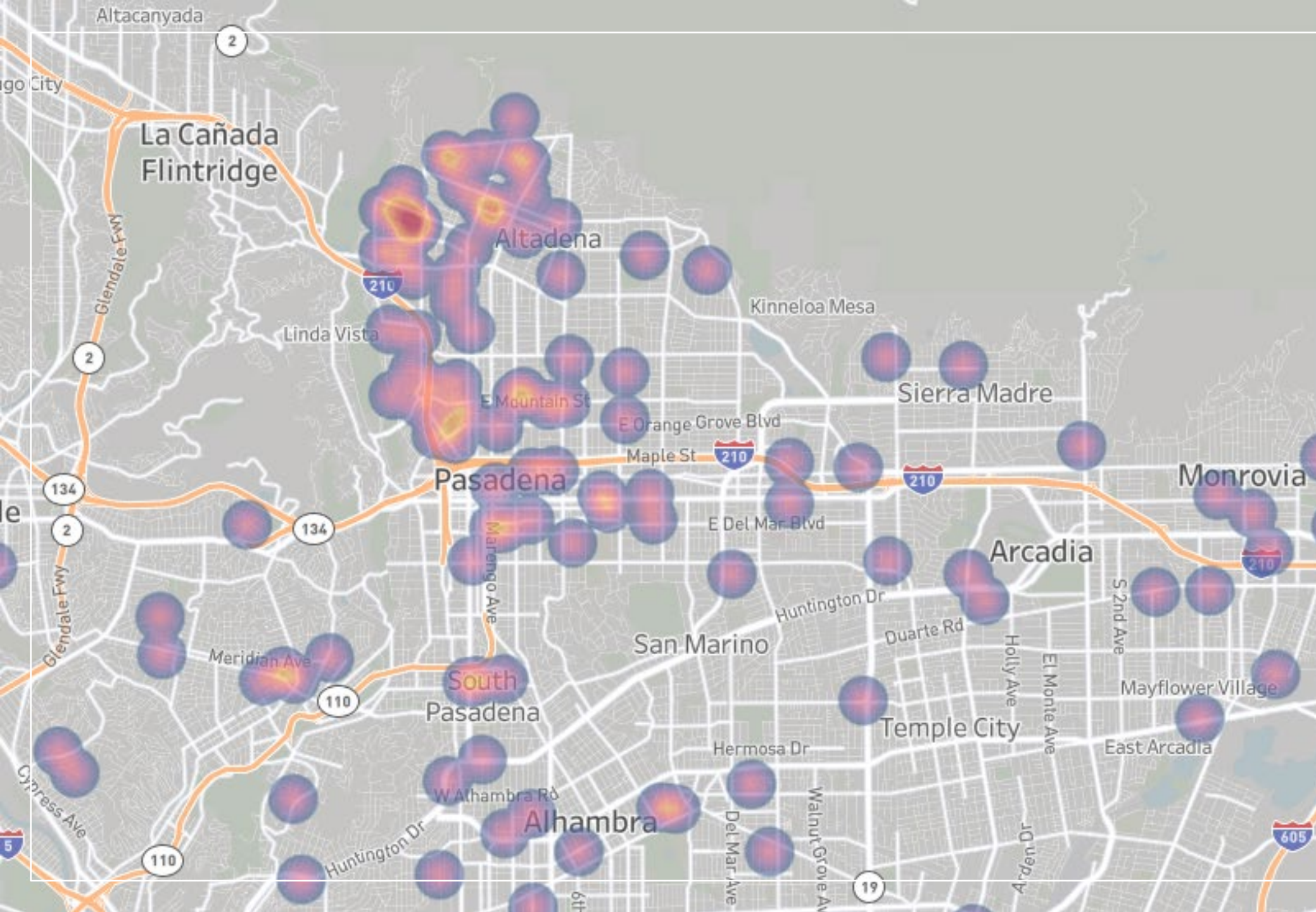
IPEDS Race

(All)

Age at Term

(All)





Student Population

New Student ▼

IPEDS Race

Black or African Ameri... ▼

Age at Term

(All) ▼







Business and Administrative Services

PRESENTED BY: DR. MIKE BUSH
ASSISTANT SUPERINTENDENT / VICE-PRESIDENT
BUSINESS & ADMINISTRATIVE SERVICES

SEPTEMBER 20, 2019

Technology

- Student Call Center – 855-GO-TO-PCC
- Travel and Expense Reporting
- Banner Self-Service 9 Implementation

Facility Update

Measure P



Health Science Business Office

Print Making Classroom Upgrade

Catherine Robbins 5th Floor Restrooms

Sculpture/Ceramic Renovation

Howard Marvin Room 100

\$2,701,992 of Projects and only \$2,100,000 Left in Measure P

Facility Update

Sustainability – Scheduled Maintenance



Complete Energy Management System in Horace Mann

Re-landscape Delmar Street

Replace Air Handlers in Catherine Robbins Building

Facility Update

Projects in Planning



Horace Mann Office Reconfiguration

Jeannette Mann Foster Youth Center

Howard Marvin Room 101

Sarafian Building



California Budget Highlights

2019-20 State Budget Bill

- On June 27, 2019, Governor Newsom signed the 2019 Budget Act. In total, the 2019-20 budget reflects state expenditures of \$ 215 billion, including \$ 148 million in General Fund expenditures.
- The enacted budget maintains the state's recent commitment to paying down liabilities, building reserves, and increasing spending primarily for one-time initiatives. In this budget, about 80 percent of discretionary resources are being used for these purposes.
- Specifically, the budget deposits an additional \$ 1.2 billion into the Rainy Day Fund, bringing that reserve to \$ 16.5 billion in 2019-20.
- The enacted budget also deposits \$ 389 million in Proposition 98 funds in the Public School System Stabilization Account (PSSSA), as required by Proposition 2, the first time such a deposit has been made. In total, the state would end 2019-20 with \$ 19.2 billion in reserves.

Major Policy Changes

Student Centered Funding Formula

The Budget Act continues implementation of the SCFF, with adjustments to the formula's structure in 2018-19 and 2019-20.

- First, the budget recalculates funding rates in the base, supplemental, and student success allocations so that in 2019-20, 70 percent of SCFF funds would be allocated for the base allocation, 20 percent for the supplemental allocation, and 10 percent for the student success allocation. Beginning in 2020-21, those funding rates would simply be adjusted by COLA, and the distribution of funds across the three allocations would be determined by changes in the underlying factors.
- Second, for the calculation of the student success allocation, it:
 1. Counts only the highest of all awards (i.e., associate degree for transfer, associate degree, baccalaureate degree, and credit certificate) a student earned in the Same year. Further, it counts an award only if the student was enrolled in the district in the year the award was granted.
 2. Amends the definition of a transfer student. A student who transferred to a four- year university would be included in the district's count only if the student completed 12 or more units in the district in the year prior to transfer.
 3. Calculates the student success allocation based on three-year averages of each of the measures in the allocation.
- Finally, the budget extends the existing minimum revenue provision of the SCFF, specifying that districts will receive at least the 2017-18 total computational revenues (TCR), adjusted by COLA each year, through 2021-22. Current law provides this commitment through 2020-21. COLA for fiscal year 2019-20 is **3.26%** which provides an extra **\$ 4.7 million** for Pasadena City College.

Student Centered Funding Formula 2019

Results

Total Computational Revenue (TCR)

• Base FTES	\$ 98,976,395
• Supplemental Allocation	28,460,511
• Student Success Allocation	18,005,953
• Student Center Funding Formula Revenue	\$145,442,859
• Hold Harmless	\$138,108,474
• Constrained TCR	\$144,396,449
• What the State Paid	\$144,496,721

Major Policy Changes

to the Student Centered Funding Formula

- **Expansion of California College Promise.** The Budget Act expands the California College Promise (Assembly Bill 19 of 2017, Santiago) with an additional \$ 43 million (for a total of \$ 85 million). Pasadena City College share is an additional **\$ 763,645.**
- **Cal Grant Expansion.** The budget expands the number of competitive Cal Grant awards by 15,250. Pasadena City College share is an additional **\$ 108,991**
- **Relief on Pension Costs.** The Budget Act includes a one-time, \$ 1.6 billion CalSTRS payment and a one-time, \$ 660 million CalPERS payment, both of which would reduce school and community college districts' share of the unfunded liability for these pension funds. Pasadena City College avoided **\$ 1.5 million** in cost increases.
- **Longitudinal Data System.** The Budget Act funds implementation of a new statewide longitudinal data system, the "Cradle-to-Career Data System," to connect information from education entities, employers, and other state and local agencies.

General Fund Adopted Budget

Fiscal Year 2019-2020

Beginning Balance		
Undesignated	28,254,461	
Designated	2,103,200	
Revenue		
State Apportionment	149,207,314	85.8%
Lottery	3,902,887	2.2%
State Mandated Claims	720,696	0.4%
Non-resident Tuition	10,245,669	5.9%
CalSTRS On Behalf Payment	4,000,000	2.3%
Categorical / Student Fees / Other	5,867,016	3.4%
Total Revenue	173,943,582	100%
Expenses		
Salary and Benefits	154,596,486	87.8%
Supplies and Materials	3,145,499	1.8%
Operating Expenses and Services	16,175,799	9.2%
Capital Outlay	692,998	0.4%
Other Outgoing / Transfers	1,436,000	0.8%
Total Expenses	176,046,782	100%
Ending Balance	28,254,461	

Policy and Planning

- 20 Legally Mandated or Highly Suggested Financial Policies
- 10 Legally Mandated Safety Policies
- Facility Master Plan

ANY QUESTIONS?



Integrated Planning Cycle and Updating the New EMP

What you need to know, and how you are connected...



2019-2020 Integrated Planning Cycle



Annual Update Timeline

Annual Update Cycle 2019-2020		Explanation
Fall Planning Retreat	Friday September 20, 2019	8:00am to 12:00pm 2019-2020 College Overview
Annual Update Process begins	Monday September 23, 2019	Annual Update Workspaces and Data released
Annual Update Submission	Friday November 15, 2019	Annual Update Submission date
First Level Prioritization Begins	Monday November 18, 2019	Vice Presidents /Deans/Managers/Executive Directors review Annual Update submissions and discuss with staff
First level Prioritization Ends	Friday December 20, 2019	
Second Level Prioritization Begins	Monday January 6, 2020	Deans/Executive Directors/Managers review Annual Update submissions and resource requests with area Vice Presidents
Second Level Prioritization Ends	Friday January 24, 2020	
Executive Level Prioritization Begins	Monday February 3, 2020	Executive Committee reviews resource requests
Executive Level Prioritization Ends	Tuesday February 18, 2020	
Budget Retreat	Friday March 6, 2020	Final resource request prioritization and college-wide update.

ANNUAL UPDATE PRIORITIZATION PROCESS



Comprehensive Program/Unit Review

- Does everyone do Comprehensive Program/Unit Review every year?
- NO! All Comprehensive Reviews are on a 4-Year Cycle

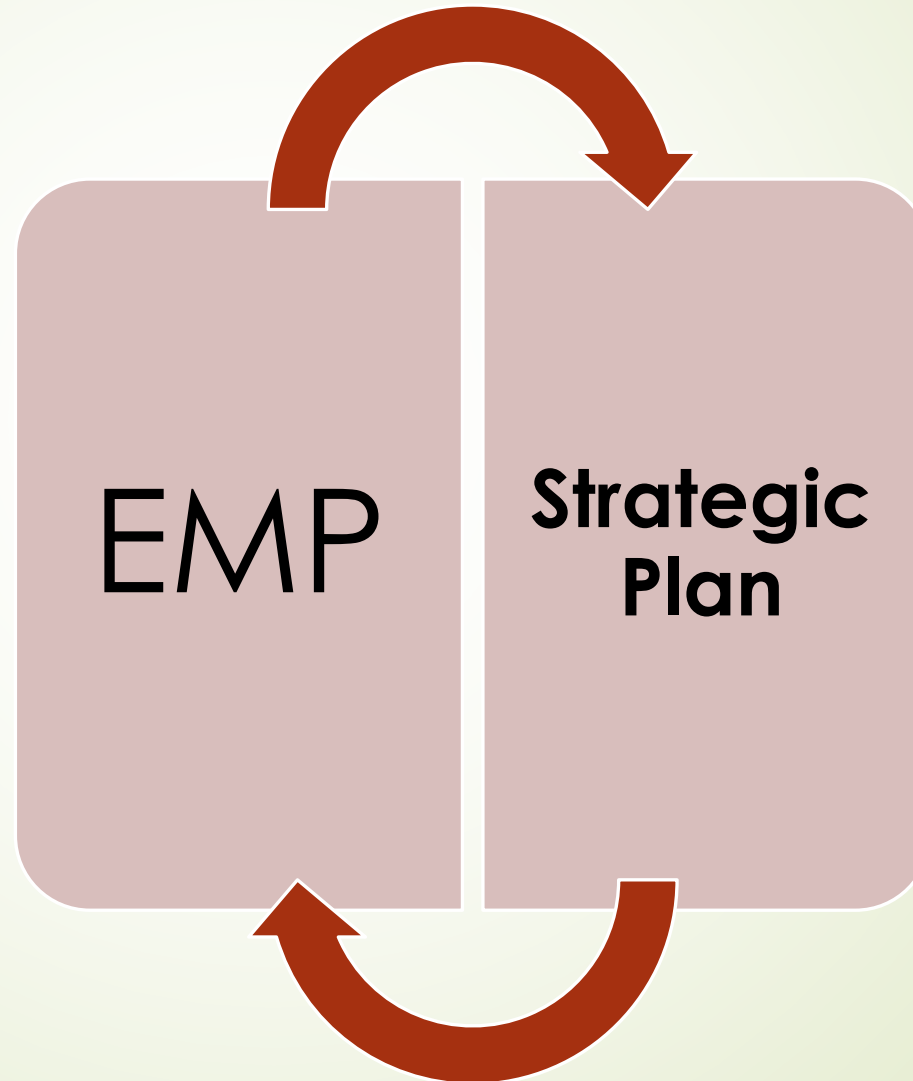
<u>Cycle Year</u>	<u>Type</u>	<u>Review Year</u>
Year 1	Non-Instructional Units & Divisions	2016-2017
Year 2	Certificates	2017-2018
Year 3	Local AA Degrees and Non Credit	2018-2019
Year 4	Associate Degrees for Transfer (ADTs)	2019-2020
Year 1	Non-Instructional Units & Divisions	2020-2021
Year 2	Certificates	2021-2022
Year 3	Local AA Degrees and Non Credit	2022-2023
Year 4	Associate Degrees for Transfer (ADTs)	2023-2024



Annual Update Changes...

- 1. A field called **Institutional Priority** has been added in anticipation of transitioning to the new **Educational Master Plan**.
- 2. Terminology in the **Annual Update** has changed from **Action Item** to **Tactic**. This will be explained more fully in a few moments...
- 3. The **Categories** field has been streamlined to included fewer broad **Categories**.
- 4. New Data file delivery from **Tableau**!

Updating the EMP





What makes up a Strategic Plan?

- ✓ Mission - **Updated!**
- ✓ Environmental scan - **Environmental Scan 2019**
- ✓ Planning team – **Formed during Spring 2019 Term**
- ✓ Common vocabulary – **Coming up next!**
- ✓ Communication plan – **Strategic Communications & Marketing**

Where are we in the process?

- PCC is currently in the process of developing its new Strategic Plan, the **Educational Master Plan (EMP)**

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.

- The **MATRIX** was presented at a recent management retreat and feedback was used to improve it
- The **MATRIX** is undergoing campus-wide and community vetting and refinement and will eventually become the new **EMP**




Common Vocabulary

Definition: GOAL

- Intended outcome; results not actions
 - *Goals are the “what”*
 - **Goals are SMART:**
 - **Specific:** Clearly define the intended outcome
 - **Measurable:** The goal can be quantified
 - **Assignable:** A person, department, or committee can be given responsibility for the goal
 - **Realistic:** Achievable with an institution's resources and in the amount of time indicated
 - **Time-bound:** Identifies when the goal will be completed
- **Goals Anchor the Strategic Plan document**




Vision for Success Local Goals

- **Goal 1 – Completion**
 - **Goal 2 – Transfer**
 - **Goal 3 – Unit Accumulation**
 - **Goal 4 – Workforce Development**
 - **Goal 5 – Equity**
- 



Common Vocabulary-1

Definition: STRATEGY

- An initiative or approach created to achieve a goal
 - Strategies move from “what” to “how”
 - Goals may (and probably should) have multiple Strategies
 - Strategies are the **BULK** of a Strategic Plan
- 

INSTITUTIONAL PRIORITY

1. Equity-Minded Learning Community

STRATEGIES	GOAL 1 Completion	GOAL 2 Transfer	GOAL 3 Unit Accumulation	GOAL 4 Workforce	GOAL 5 Equity
Develop a culture of equity minded and effective instruction and support	●	●	●	●	●
Examine and address gaps or needs of students that have not been identified previously	●	●	●	●	●
Identify and directly support disproportionately impacted students	●	●	●	●	●
Expand instructional efforts and support services for disproportionately impacted students	●	●	●	●	●
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 [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)




Common Vocabulary-2

Definition: TACTIC

- A specific action a department, unit, or division takes to carry out/address a Strategy (Action Items)
 - Like Strategies, Tactics are focused on “how” and are more operational and actionable
 - They are the details of how the Strategy is realized and how the Goal is achieved
 - Tactics are shorter term and implement the strategic plan
- Tactics are not part of the Strategic Plan document.
- ***They are what we do in the Annual Update!***



Goal ➡ Strategy ➡ Tactic

- ➡ **Goal:** PCC will increase among all students, the number who earned an associate degree for transfer (ADT) from 1025 in 2016-2017 to 1550 in 2021-2022, an increase of 51%.
 - ➡ **Strategy:** Engage in college-wide comprehensive curriculum design and redesign to ensure viable degree and certificate programs.
 - ➡ **Tactic:** Counseling Department will review current PCC ADTs and Chancellor's Office approved ADTs and determine which additional ADTs can feasibly be developed at PCC.
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Guided Activity: Gallery Walk



Article

“So why is transformation so difficult to achieve?”

Among many potential explanations, one that gets very little attention may be the most fundamental: **the invisible fears and insecurities that keep us locked into behaviors even when we know rationally that they don't serve us well. Add to that the anxiety that nearly all human beings experience in the face of change. Nonetheless, most organizations pay far more attention to strategy and execution than they do to what their people are feeling and thinking when they are asked to embrace transformation.** Resistance, especially when it is passive, invisible, and unconscious, can derail even the best strategy.”

~Tony Schwartz, *Leaders Focus Too Much on Changing Policies, and Not Enough on Changing Minds*
Harvard Business Review June, 2018



Instructions

- The four Institutional Priorities are displayed in large-format around the room.
- Stroll around and take time to read the priorities and strategies on each poster.
- Consider the following four questions, and using the corresponding colored post-it note, record how and/or what you feel about the strategies.
- After you have recorded your feelings and thoughts, place your post-its on the posters accordingly.

The Four Questions:

- *What am I not seeing?*
- *What else is true?*
- *What is my responsibility in this situation?*
- *How is my perspective being influenced by my fears?*



Why is all of this Important?

Integrated Planning:

A sustainable approach to planning that builds relationships, aligns the institution, and emphasizes preparedness for change.

~ Society for College and University Planning (SCUP)





Questions...?

- The Annual Update for this year will launch Monday, September 23rd and if you need assistance, access, training, or have other questions about the Annual Update or the development of the new EMP, please feel free to contact David Colley:
djcolley@Pasadena.edu x7967
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