

PASADENA CITY COLLEGE

EDUCATIONAL MASTER PLAN



PROUD PAST, GLOBAL FUTURE

The purpose of our Educational Master Plan (EMP) is to guide the college's **transformation** to educate **students for this global** 21st century.

Our EMP establishes our college's most important priorities and goals as a continuing guide to our actions and our decisions about the allocation of resources.

Pasadena City College (PCC) was founded in 1924 in a spirit of innovation to respond to the dynamic needs of our community. Through the Great Depression, earthquake, World War and many other challenges, Pasadena City College has changed with the changing needs of our students. Our current Educational Master Plan will indeed bring change and renewal to Pasadena City College. It is precisely because we are open to this change that we are keeping faith with our College's proud past.

MISSION: STUDENT LEARNING AND SUCCESS

The mission of Pasadena City College is to provide a high quality, academically robust learning environment that encourages, supports, and facilitates **student learning and success**. The College provides an academically rigorous and comprehensive curriculum for students pursuing educational and career goals as well as learning opportunities designed for individual development. The College is committed to providing **access to higher education** for members of the diverse communities within the District service area and to offering courses, programs, and other activities to enhance the economic conditions and the quality of life in these communities.

VISION: OUR GLOBAL FUTURE

By our 90th anniversary celebration in 2014, Pasadena City College will be the leading community college in California as defined by the key student success outcomes of transfers to four year universities, associate degrees awarded and workforce certificates awarded.

Our college motto, **Proud Past, Global Future** is at once a statement of respect for our long heritage of excellence and a statement of our aspiration to become the first truly "global" California community college in every sense of the word — a diverse faculty and staff and a diverse curriculum that prepares our students for a 21st century global economy without boundaries.

MISSION: CRITICAL PRIORITIES

Twelve mission critical priorities, each of which is accompanied by a variety of strategies, have emerged through an ongoing dialogue with the PCC community, the Board of Trustees, faculty, staff, managers, and students. These mission critical priorities, listed below, were developed based on qualitative and quantitative data gathered in the EMP's Environmental Scan.

- A. Student Success, Equity, and Access
- B. Professional Development
- C. Technology
- D. Pathways: K-12, 2-Year, 4-Year, and Community Connections
- E. Student Support Services
- F. Institutional Effectiveness
- G. Enrollment Management
- H. Sustainability
- I. Revenue Enhancement Strategies
- J. Life-Long Learning
- K. Curriculum Responsive to Market Needs
- L. Facilities and Resource Management

PROJECT 90

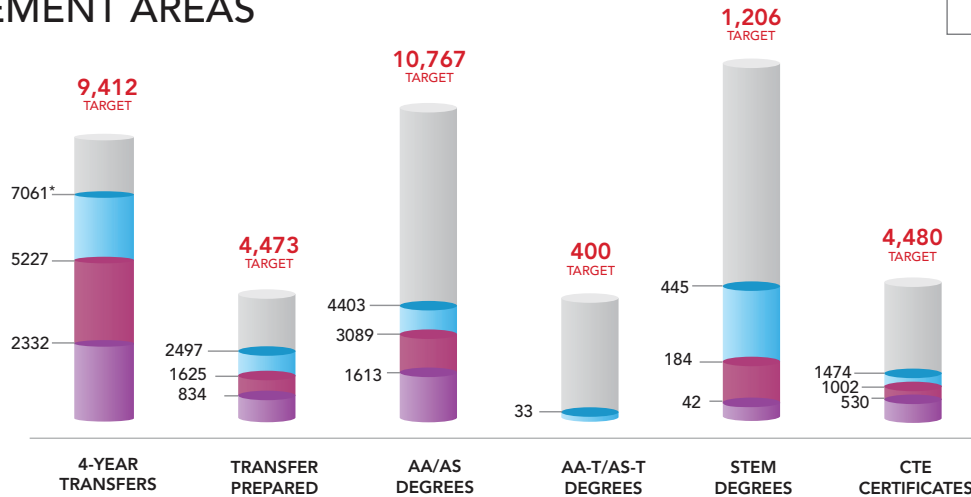
PCC will celebrate its 90th anniversary during the 2014-2015 academic year. The college has challenged itself to become the premier community college in California. The first phase of this effort is **PROJECT 90: Guiding PCC into the Future.**

The Signature Goals reflect the vision developed in this plan and further defines what it means to take PCC to the Highest Level. The Student Achievement Areas and Targets align with the Mission Critical Priorities and Strategies and will serve as measurable benchmarks to guide our progress on fulfilling our Educational Master Plan.

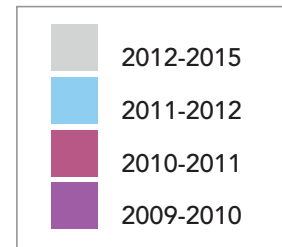
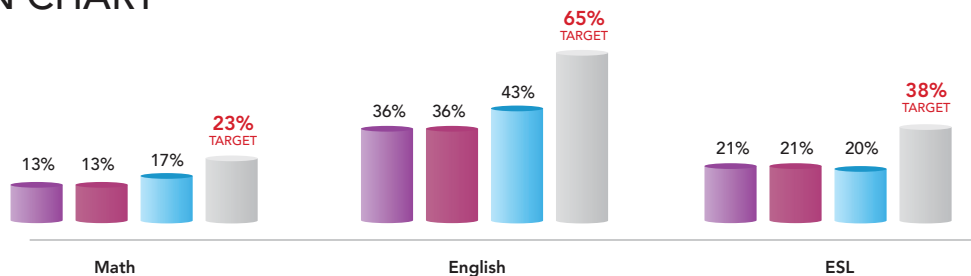
SIGNATURE GOALS

- Guaranteed Enrollment for In-District High School Students
- Premier Transfer California Community College
- Degree and Certificate Programs that Address Market-Place Needs
- Cutting-Edge Learning Environments (Pedagogy, Technology, and Facilities)
- Dedication to Lifelong Learning
- A Sustainable College Community

PROJECT 90 TARGETS AND ACHIEVEMENT AREAS



BASIC SKILLS PROGRESSION CHART



*Preliminary





A. STUDENT SUCCESS, EQUITY, AND ACCESS

A1. Start students right and ensure their path toward goal completion

A1.1 Ensure that all students who place into developmental math, English, and ESL have access to sustained orientations, for example, summer bridges and “jams”

A2. Improve success of our diverse student body in the pursuit and persistence of students’ educational and career goals

A2.1 Develop short and intense course offerings in basic skills to accelerate course and sequence completion

A2.2 Develop more hybrid and online courses to expand the availability of transfer and CTE courses

A3. Place special emphasis on underperforming students and close the achievement gap for African Americans and Latinos

A3.1 Hire faculty, staff, and managers committed to serving underperforming students

A3.2 Engage all departments campus-wide in working with basic skills/underprepared students

B. PROFESSIONAL DEVELOPMENT

B1 Create and sustain a culture of ongoing professional learning at all levels of the institution

B1.1 Provide all faculty, staff, and managers with the training needed to work effectively with underprepared students

B1.2 Offer a well-defined and extensive professional mentoring program to enhance cross-discipline and interdisciplinary learning

B1.3 Support and reward effective teaching approaches, including success in using hybrid formats and alternative methods of instruction

B1.4 Support a culture of innovation by rewarding new approaches and improvements in all areas of the college (facilities, administration, academics, and student services)

B2 Create centers of excellence and innovation hubs that are cross-functional and cross-divisional

B2.1 Provide professional development opportunities for faculty, staff, and managers to learn about new trends and effective practices

B2.2 Develop consistent training programs to enable faculty, staff, and managers to learn new technology as it becomes available





C. TECHNOLOGY

C1 Identify and address the technology needs and leadership that support the successful operations of the institution

C1.1 Implement a technology plan that ensures that all systems are fully integrated and reduces duplication of effort

C1.2 Increase the use of technology to enhance productivity and efficiency

C2 Identify and address the technology needs that support innovative and successful teaching and learning methodologies

C2.1 Enhance and grow distance learning programs, hybrid and online courses

C2.2 Create state-of-the-art “learning studios” for the development of faculty innovations

C2.3 Ensure that all classrooms are equipped with state-of-the-art technologies

C3 Identify and address the technology needs that sustain all student support services and the library

C3.1 Provide varied student communication mechanisms (online, smart phones, social networks, etc.) to address students’ needs

C3.2 Create a state-of-the-art, easily accessible student information system i.e., admissions, registration, advisement, counseling, etc.

C3.3 Re-design the application, admission, financial aid, degree audit, and other student services processes to leverage web-based tools

C4 Identify and address students’ technology training needs to prepare them for technology-driven professions

C4.1 Review and update course curricula to address real-world technology demands

D. PATHWAYS: K-12, TWO-YEAR, FOUR-YEAR, AND COMMUNITY CONNECTIONS

D1 Create K-12 school pathways programs to engage all PCC feeder high schools, particularly high schools within the PCC district

D1.1 Evaluate and implement model pathway programs, i.e., LBUSD/LBCFC/CSULB

D2 Develop cohort pathways to ensure program and course series are aligned in a logical sequence for efficient completion

D2.1 Build student pathways from noncredit to credit, as well as first-year and transfer pathways

D2.2 Create clear definitions of Science, Technology, Engineering, Math (STEM) majors, degrees, and certificates

D2.3 Increase the number of transfer pathways

D2.4 Guarantee timely progression through degree and certificate programs

D3 Engage in partnerships with four-year institutions to facilitate articulation and transfer

D4 Provide programs to meet educational, training, and skill-development needs of the businesses within the region

D4.1 Adjust curricula to prepare students for success in a global, and multicultural society

D4.2 Strengthen community and alumni pathways

D4.3 Utilize labor market studies and other labor-needs assessments to develop and revise courses, programs, and curricula

D5 Engage the PCC Board of Trustees in community outreach in support of constituent needs and student success



E1 Support students effectively and efficiently in and out of the classroom

E1.1 Provide comprehensive, integrated, and sustained support to students (monitor, mentor, and stay-in-touch)

E1.2 Develop an interactive online student educational plan system

E1.3 Broaden the range of student counseling services, such as in-classroom and online advisement, and informal question-and-answer forums

E1.4 Expand hours and ease of access to counseling/advisement

E2 Expand the role and visibility of career counseling

E3 Provide students with robust Financial Aid orientation and counseling

E4 Establish a culture of counseling in which everyone (faculty, staff, and managers) is involved

E4.1 Develop a seamless integration between student services and instruction that supports student success

E5 Develop robust student support services (tutoring, cohort learning groups, library services, etc.) to help students achieve their goals

E6 Refine and revamp assessment policy and procedures to improve course placement



E. STUDENT SUPPORT SERVICES



F. INSTITUTIONAL EFFECTIVENESS

F1 Reduce administrative and decision-making layers and barriers to increase flexibility

F1.1 Empower the PCC Board of Trustees to advocate to local, state, and federal agencies to reduce regulatory and policy barriers to student success

F2 Systematically document functions, roles, responsibilities, and accomplishments of District and College committees and councils

F3 Promote trust and transparency in decision-making at all levels

F3.1 Create consistent procedures and formats for reports, meeting materials, and other documents to develop institution-wide ownership

F3.2 Develop a clear policy for program and certificate discontinuance and the additions of new programs and certificates

F4 Establish a procedure for creating rapid response teams that can quickly develop and implement organizational-change initiatives

F5 Implement alternative ways of defining and tracking student success outside of degrees, certificates, and transfer



G1 Establish partnerships with other providers and community colleges to offer complementary, rather than, duplicative programs

G2 Identify educational institutions, businesses, and other organizations or sites to provide satellite learning centers

G3 Remove barriers to obtain certificates and make completion process student and faculty "friendly"

G4 Develop and implement a state-of-the-art, easily accessible registration process

G5 Align course section offerings with student demand

G. ENROLLMENT MANAGEMENT



H1 Adopt a campus-wide initiative to integrate sustainability principles for all facilities

H2 Develop sustainable landscape and hardscape plans to reduce water use and maintenance

H3 Create baseline waste reduction and diversion targets

H3.1 Create baselines and targets for recycling, water use, electricity use, garbage costs, and other sustainable measures

H4 Create academic programs that train students in broad areas of sustainability, including, but not limited to: alternative energy development, sciences related to climate change, and career tech programs



H. SUSTAINABILITY



I1 Identify and develop alternative funding and revenue streams, i.e., expand the annual giving campaign

I2 Develop stronger partnerships with commercial interests to enhance program offerings without increased expenses

I3 Expand grant-writing activities to increase sources and levels of funding

I3.1 Identify partnership opportunities with other institutions and entities for mutually advantageous grant projects

I4 Develop a robust college Extension program, i.e., Contract Education, Continuing Education, and Extended Learning

I5 Continue to build and support the PCC Foundation to increase funding and develop a larger contributor base

I6 Develop a strong PCC alumni network through more aggressive outreach to graduates, certificate recipients, and students involved in leadership or specific campus programs

I7 Provide deans and senior administrators with the time and opportunity to invest in outreach and community development

I8 Explore corporate sponsorships

I9 Develop a robust revenue stream derived from facilities rentals

I9.1 Develop a facility rental policy that balances revenue generation with equitable access for community members

I10 Create a marketing plan that targets the district community and includes a statewide public relations element

I11 Expand International student education program

I. REVENUE ENHANCEMENT STRATEGIES



J. LIFE-LONG LEARNING

- J1** Offer additional life-long learning opportunities to better serve non-traditional, new, and returning students
- J2** Provide second-career options and counseling support
- J3** Develop and align revenue enhancement strategies with life-long learning opportunities to ensure they are self-sustaining



K. CURRICULUM RESPONSIVE TO MARKET NEEDS

K1 Partner with other organizations in the city/county/service area (e.g., Jet Propulsion Lab and hospitals) to offer lab access to classes dependent on expensive facilities

K2 Annually update the EMP external scan document, particularly around job development and growth trends, to inform programs

K3 Identify and implement new programs and activities to meet community needs

K4 Develop a Program Review process which regularly assesses a program's effectiveness in support of employer needs

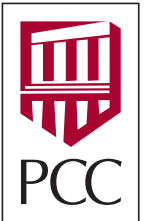


L. FACILITIES AND RESOURCE MANAGEMENT

- L1** Develop a comprehensive Facilities Master Plan
- L2** Ensure existing facilities are utilized to their full extent
 - L2.1** Adjust section scheduling to use facilities to full capacity
- L3** Improve/replace existing facilities to ensure they meet seismic, infrastructure, and other safety and usability standards
- L4** Work to refurbish buildings to meet the highest level of accessibility (ADA)
- L5** Increase natural science and other STEM classroom and lab facilities, as needed
- L6** Centralize operations of appropriate services, such as technology support offices, for cost effectiveness and increased productivity







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