

# Transformation Overview Communication Guide

## KEY MESSAGES

- **trans·for·ma·tion ~**
  - **“A process of profound and radical change that orients an organization in a new direction and takes it to an entirely different level of effectiveness.”**
- **Why the Need for Transformation?**
  - In order to be a national leader in higher education and a driving economic force in Arizona, we must embrace change, align our college system with current community needs and expectations, and “transform” the student experience.
- **How Will We Succeed?**
  - An institutional alignment of our people, structures, practices, policies, procedures and culture is required, with a commitment to a student-centered, student-focused mission.
  - The Transformation will focus on three key areas:
    - ▶ **Guided Pathways and Integrated Student Support:** Fully mapped out programs that align with career advancement or further education will be provided to students, with proactive academic and career advising at each stage of the student experience.
    - ▶ **Industry Partnerships:** Employer alliances will foster economic growth in key sectors of our community, while providing students with hands-on workplace experience. Regional industry “institutes” will be launched with single industry boards and a single point of entry by sector.
    - ▶ **Enterprise Performance:** Resources, efficiency and collaboration among colleges will be leveraged, and a comprehensive talent acquisition and management system will be implemented to support a culture of accountability and employee development.

## Goals by 2022

### Student Success/Economic Mobility

- Increase student enrollment by 10%, 15% for underserved populations. (All students, credit and non-credit, unduplicated headcount.)
- Increase overall 3-year and 6-year transfer and graduation rates by 50%.
- Increase fall-to-spring and fall-to-fall retention rates by 10%.
- Reduce average accumulated credits to the amount required for program completion.
- Reduce ratio of students to advisors.

### Workforce/Industry Partnerships

- Increase the number of students who earn an occupational degree or certificate by 25%.
- Increase the median wage of occupational awards by 10% within 3 years after graduation. (All occupational award completers.)

### Organization and Employees

- Salary Competitiveness Ratio used to evaluate competitiveness of compensation options.
- 100% of employees receiving regular performance reviews.

### Budget and Finance

- Create a system-centric cyclical budget process that includes regular strategic reviews of all site budgets and aligns resource allocation with strategic initiatives.
- Complete extensive analysis to determine delivery costs for all (100%) programs and services.
- Develop a funding model that is anchored by an equitable distribution of limited resources, which encourages collaboration among colleges in serving students and the community.

## MILESTONES

- **January 2017** – Governing Board passed a resolution supporting the Chancellor’s vision for Transformation of the District.
- **June 2017** – Governing Board approves Chancellor’s May 9 Transformation Plan and allocation of \$26m from reserves to fund institutional changes.
- **July 2017** – Transformation work began, strategy teams assembled, initial meetings held.
- **October 2017** – 90-day deliverables presentation given to Governing Board by the Chancellor.

## FUTURE MEETINGS • EVENTS • TRAINING

- **Early 2018** – Cross-college/cross-functional teams/timelines to be shared with colleges.
- **January 2018** – District guided pathways communication plans to be shared with colleges.
- **February 1-2, 2018** – Maricopa Guided Pathways Institute #1 at EMCC.
- **February 27 – March 2, 2018** – NCII site visit #1 to all ten Maricopa colleges.