

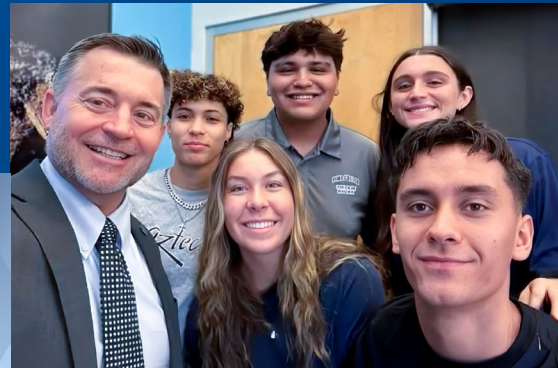


PimaCommunityCollege

# FIRST 100 DAYS

Listening, Learning, and Leading

Dr. Jeffrey P. Nasse, *Chancellor*





# SPECIAL THANKS

I want to express my sincere appreciation to the Pima County Community College Governing Board for its leadership as the College embarks on a new era of student success and community engagement. The board's guidance and insights have been invaluable to me as I transitioned into my new role as Chancellor.

Dr. Jeffrey P. Nasse, *Chancellor*

## PIMA COMMUNITY COLLEGE GOVERNING BOARD



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## LAND ACKNOWLEDGMENT

The meetings and listen/learn sessions I attended at Pima were held on the ancestral lands of the Tohono O'odham Nation and the Pascua Yaqui Tribe, whose people have been living and working on this land since time immemorial.

To learn more: [pima.edu/notices/land](http://pima.edu/notices/land)



## MESSAGE FROM OUR CHANCELLOR

Dear Pima Community,

My first 100 days at Pima Community College marked the start of a journey to advance student success and institutional excellence. As the new Chancellor, my goal was to engage with the students, faculty, staff, administrators, and community partners who are the lifeblood of PCC and make us integral to Southern Arizona's educational and economic landscape. The Listening, Learning, and Leading initiative was designed as a platform for an open exchange of ideas about PCC today and in the future. My meetings with students drove home the diversity of their life experiences. For example, Olivia chose Pima Community College's Fine Arts program to gain hands-on experience and learn from accomplished faculty artists and professionals. Diego, a Graphic Design student, chose Pima for affordability and found community in our Dungeons & Dragons club. Eric, a Navy Reserve veteran, is studying Building and Construction Technologies. He's seeking a career change after working at the Arizona State Prison-Wilmot for 10 years. Audrey is an international student who plans to transfer to the UA to obtain a degree in neuroscience.

Pima owes Olivia, Diego, Eric, Audrey, and our 38,000-plus other learners an accessible, high-quality, transformative education. Working together, we can keep student success at the heart of our efforts and fulfill our mission to empower every learner, every day, for every goal.

"My meetings with students drove home the diversity of their life experiences."



# 100 DAYS

113

EVENTS

CONNECTED

WITH 3,000+  
PEOPLE



31

MEETINGS WITH  
BUSINESS  
GOVERNMENT  
& COMMUNITY  
LEADERS



26

LISTENING,  
LEARNING,  
AND LEADING  
SESSIONS ATTENDED



11

ATHLETIC,  
CULTURAL  
EVENTS



## AN OVERVIEW OF THE FIRST 100 DAYS

Three central objectives guided the First 100 Days initiative:

- » **Listening:** Gathering insights directly from those who experience PCC every day—students, faculty, staff, and partners—to understand their challenges and aspirations.
- » **Learning:** Analyzing feedback, reviewing institutional data, and examining PCC's current practices to identify patterns, strengths, and areas for improvement, and to build a foundation for meaningful action.
- » **Leading:** Translating insights into strategies that enhance student success, improve institutional practices, and strengthen our role in the community.

Through 113 events – listening sessions, campus visits, and stakeholder discussions – we collected dozens of ideas. *(My thanks to the staff and administrators who took notes at the events.)* We identified areas of strength, acknowledged vulnerabilities, and envisioned the incredible opportunities ahead.





## FIVE THEMES THAT EMERGED


The Listening, Learning, Leading initiative has helped me distill and prioritize a handful of essential themes and ideas for action that will help shape the College's priorities in 2025 and beyond.

We have a tremendous opportunity to create a culture of excellence that will result in tangible benefits to our learners, employees, and community.

1. **Recognize and Strengthen PCC's Essential Role** in Tucson and Southern Arizona, with an annual economic impact of \$1.1 billion, according to a study by labor market analytics firm, Lightcast.
2. **Expand Student Engagement** by enhancing support for local high school students, their families, and the wider community in order to build stronger connections and improve outreach.
3. **Improve and Streamline the Application and Onboarding Experience** as part of a broader commitment to service excellence.
4. **Empower Learners to Persist and Earn Credentials** that have long-term career and educational value.
5. **Improve Internal and External Communication** to better support collaboration, transparency, and engagement with stakeholders.

# INCREASE STUDENT SUCCESS

- » Every decision will prioritize **student success** and well-being.
- » Strengthen **safety measures** to create a secure and welcoming environment.
- » Explore opportunities for **on-campus early learning** and childcare centers, building on the success at the Desert Vista Campus.
- » Expand **course delivery options**, including accelerated schedules, and reaffirm our commitment to Pima Online's continued success.
- » Focus on **improving outcomes for all students**, including our underserved Latino and Indigenous populations, by building on our Seal of Excelencia progress.
- » Strengthen **transfer opportunities** through enhanced articulation agreements with the University of Arizona and other partners.
- » Continue to drive improvements in student **enrollment and persistence**.



“Transfer pathways need some help to ensure that students are getting into the right places.”

— Pima Faculty

**FACT**

**18%** Spring 2021-Spring 2024 average percentage of students who traveled to two or more campuses in the same term.












ACTION

2

## EMPLOY DATA-DRIVEN DECISION-MAKING PROCESSES

- » Ground all college decisions in actionable, **measurable data**.
- » Develop a high-level scorecard to track **key performance indicators**, such as student retention, transfer rates, job placement, and organizational efficiency.



“The College needs to embrace data. It’s both a compass and a map.”

— *Pima Employee*

**FACT**


**43.1%** of Tucson high school graduates enrolled in postsecondary education the year after graduating high school. (Education Forward Arizona).

ACTION

3

## CREATE MULTIPLE PATHWAYS AND OPEN DOORS

- » Fully embrace a **“No Wrong Door”** approach to welcoming all learners and removing barriers to entry.
- » Intensify **high school recruitment** and improve the application process.
- » Advance the development of **baccalaureate programs** aligned with community needs.
- » Expand **work-based learning** opportunities to enhance career readiness and community impact.



“As long as we know you have our back, we are golden.”

— Pima Student

**FACT**

**8,183** Number of Hispanic students at PCC spring semester 2025.












ACTION

4

## ADOPT CUTTING-EDGE TECHNOLOGIES

- » Integrate **innovative technologies** to enhance teaching, learning, and operational efficiency.
- » Focus on **AI adoption**, digital fluency, and professional learning opportunities for faculty and staff.
- » Expand support for **cybersecurity programs** and other tech-driven initiatives.



“Pima plays a huge role in presenting a new vision for students about the role of postsecondary education.”

— *Elected Official*

**FACT****\$2.52M**

Donor-designated support for scholarships and program enhancements in Fiscal Year 2023-24.




ACTION

5

## DEVELOP A MARKET-DRIVEN CURRICULUM

- » Strengthen **sector-wide partnerships** with employers to align curriculum with evolving industry needs.
- » Innovate both credit and non-credit pathways to provide students with **FastTrack** credentialing options.
- » Continue developing **Centers of Excellence** focused on Public Safety, Science and Engineering, and Visual and Performing Arts.



“PCC needs clear pathways for students to connect with employers while they are in school.”

— *Southern Arizona  
Leadership Council*

**FACT**

**144+**

Number associate degrees, certificates, and workforce training programs PCC offers.











ACTION

6

# ENHANCE COMMUNICATION ACROSS THE ORGANIZATION

- » Employ **shared governance** best practices to foster collaboration.
- » Democratize **access to data**, ensuring stakeholders have actionable insights.
- » Redesign the **PCC website** to function as an effective communication platform with improved governance.
- » Strengthen **donor engagement** and continue listening and learning from the community.



“Being heard, with both professionalism and respect, feels really good. We appreciate it immensely.”


— Pima Employee

**FACT**

**97%** of students surveyed would recommend PCC to family and friends (2022 CCSSE).

# OPTIMIZE STRUCTURE AND OPERATIONS

- » **Unify supportive functions** across divisions to increase collaboration and efficiency.
- » **Cultivate a culture** that balances learning, career success, and personal growth.
- » Improve **space efficiency** by consolidating support staff and reimagining facilities to maximize student and community impact.
- » Reevaluate and enhance **evaluation and accountability processes** to focus on growth and effectiveness.



“Math and Science courses need to be in-person so students have more hands-on experience.”

— *Pima Student*

**FACT**

**19:1** Average student to faculty ratio.



# CHANCELLOR'S GOALS

## GOAL 1

### Higher Learning Commission Accreditation

- » A peer-review team visited PCC in December, and its preliminary report affirms that all accreditation criteria for review have been met.
- » We will develop an action plan based on feedback from the HLC to address concerns and capitalize on opportunities for continuous improvement.

## GOAL 2

### Increase Enrollment and Persistence

- » Spring Enrollment Goal: 45,471
  - Current Enrollment: 50,043
- » Fall to Spring Persistence Goal: 65.2%
  - Current Persistence: 65.51%

## GOAL 3

### Improve Communication

- » Publish the First 100 Days Report.
- » Launch regularly scheduled Faculty and Staff Roundtables with the Chancellor to enhance collaboration and communication.







# EVENT INDEX

## AUGUST

- 08.05** Listen/Learn, Pima Students
- 08.08** Rockin for Heroes Foundation Donation Event  
U.S. Representative Juan Ciscomani  
Interview with Arizona Daily Star Higher  
Education Reporter, Ellie Wolf
- 08.09** Media Interviews with KVOA-TV  
Media Interviews with KOLD-TV  
Media Interviews with KGUN-TV
- 08.19** Breakfast Club of Tucson  
Ted Maxwell, President and CEO, Southern Arizona  
Leadership Council (SALC)
- 08.20** Pima County Board of Supervisors Chair, Adelita Grijalva  
Ford ASSET Open House, Downtown Campus  
Automotive Technology Innovation Center  
Jim Click, President, Jim Click Automotive
- 08.21** Arizona Community College Coordinating Council  
(AC4), Flagstaff
- 08.23** All College Day Remarks, West Campus  
All College Day Listen/Learn, District Office
- 08.26** West Campus Visit
- 08.27** Downtown Campus Visit  
Desert Vista Campus Visit
- 08.28** East Campus Visit  
29th Street Coalition Center Visit
- 08.29** Northwest Campus Visit  
Aviation Technology Center Visit  
Sun Corridor Reception

## SEPTEMBER

- 09.04** Visit with Respiratory Care Students, West Campus  
El Rio Adult Learning Center Visit
- 09.06** Desert Vista Early Learning Center, Welcoming Remarks  
Staff Council, Virtual Meeting  
Adjunct Faculty, Virtual Meeting  
Faculty Senate, Virtual Meeting

- 09.09** Tony Penn, President/CEO, United Way of Tucson  
and Southern Arizona  
All-Employee Representative Council (AERC) Faculty
- 09.10** Arizona Chamber of Commerce Board of Directors,  
Virtual Meeting
- 09.12** Sarah Smallhouse, President, The Thomas R. Brown  
Foundations  
Faculty Listen/Learn, West Campus
- 09.13** Dustin Williams, Pima County School Superintendent
- 09.16** Student Listen/Learn, East Campus  
Jan Leshner, Pima County Administrator  
Mayor Regina Romero  
K-12 Superintendents
- 09.17** Student Listen/Learn, West Campus  
Career Café, Downtown Campus  
Student Listen/Learn, Desert Vista Campus  
Faculty Listen/Learn, Downtown Campus
- 09.18** Southern Arizona Leadership Council  
Sahuarita State of the Town Luncheon  
Secretary of Labor (acting) Julie Su
- 09.19** Job Path  
Ana Greif, Ed.D., Chief Executive Officer  
Pima County Supervisor Sylvia Lee  
Student Listen/Learn Northwest Campus  
Faculty Listen/Learn, Northwest Campus  
Men of Color Initiative, West Campus
- 09.20** The Pima Show vodcast, PCC Studio, West Campus  
Humberto Lopez, HSL Properties  
Women's Volleyball Game, West Campus
- 09.23** Former Tucson Mayor Jonathan Rothschild
- 09.24** Health Professions Center of Excellence, West Campus  
Soccer Game, West Campus
- 09.25** Catholic University, Downtown Campus  
Sunnyside USD Superintendent Jose Gastelum  
Catholic University Mass, St. Augustine Cathedral
- 09.26** Arizona Community College Coordinating Council (AC4)



**09.27** Tracy Tucker, co-CEO, Bracy Tucker Brown  
C-FAIRR

**09.29** Seal of Excelencia, Washington, D.C.

**09.30** Seal of Excelencia, Washington, D.C.

## OCTOBER

**10.01** Seal of Excelencia, Washington, D.C.

**10.03** Arizona Hispanic Serving Institutions Summit, Flagstaff

**10.04** Arizona Hispanic Serving Institutions Summit, Flagstaff

**10.07** Association of Classified Exempt Staff (ACES)  
Community Meeting, West Campus

**10.08** Steve Holmes, Pima County Deputy Administrator  
Adjunct Faculty

**10.09** PCC Governing Board Meeting

**10.10** JTED Summit  
Chancellor's Reception

**10.11** Student Recruitment Staff  
Listen/Learn, Maintenance & Security  
Center for Transportation & Logistics  
IT Employees

**10.14** Listen/Learn, East Campus Staff  
Listen/Learn, East Campus Faculty

**10.15** Workforce Development Directors  
Listen/Learn, Downtown Campus Staff  
STU 107 Class Visit, Denise Reilly, M.Ed.  
Listen/Learn, Desert Vista Campus Staff  
Listen/Learn, Desert Vista Campus Faculty  
Community Meeting, Desert Vista Campus

**10.16** Pima Foundation Podcast, PCC Studio, West Campus  
Arizona Tech Council Remarks, Tucson Convention Center

**10.17** Listen/Learn, Teaching and Learning Center  
Listen/Learn, Deans  
Community Meeting, Downtown Campus

**10.18** Downtown Campus Art Gallery Student Show Reception

**10.19** Grand Marshal, Rotary Club of Tucson Gregory School  
Car Show

Rotary Club of Tucson Board President, Kurtis Dawson

**10.29** Pima Post Interview  
Community Meeting, Northwest Campus

**10.30** PimaOnline Educators Conference, Welcome Remarks  
Listen/Learn, PCC Police Department  
Tour of JTED  
United Way of Tucson and Southern Arizona

## NOVEMBER

**11.05** Fashion Design Lab, West Campus  
Listen/Learn, West Campus Staff

**11.06** Listen/Learn, Adjunct Faculty

**11.07** United Way of Tucson and Southern Arizona  
Administrator Breakfast  
Veterans Resource Fair  
Listen/Learn, East Campus Staff  
Community Meeting, East Campus

**11.08** Listen/Learn, Northwest Campus Staff  
VOTE Center, West Campus, Amy Cramer, Ph.D.

**11.12** Pascua Yaqui Tribe Leadership, Tribe Annex

**11.13** Tucson Metro Chamber State of the Region  
Governing Board Meeting

**11.14** Paramedic Graduation, West Campus

**11.15** EMT Graduation, West Campus

**11.21** Native American Heritage Month Celebration







# FINAL THOUGHTS

As I reflect on these 100 days, I am filled with immense gratitude for this life-changing experience. It has been a privilege to witness the passion and resilience of the people who make this College great.

As a former community college English professor, I learned to meet students where they were on their education journey. It was heartening to see that concept in action throughout the College, perhaps no more so than at our 29th Street Coalition Center.

I sat in on Adult Education Math classes with students preparing to take the High School Equivalency exam, as well as classes of students from Afghanistan, Democratic Republic of the Congo, and Venezuela, among other nations, who were improving their English and seeking a better life.

Experiences such as these have filled me with gratitude to be working alongside dedicated professionals in service to our wonderfully diverse community of learners. By supporting our students and each other, we can embark on a new era of success for the College and the community.

It is an honor to serve as your Chancellor.

Thank you.



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