

Phoenix College

Imagining and Planning Our Future



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Introduction and Overview

The President, Imagining and Planning Our Future Steering Team and Planning Council recognized the need to develop and implement strategic initiatives following formal strategic planning sessions held over a 4-month period. The planning sessions were integral in the development of a detailed plan that was created through efforts of the Planning Council.

The development of strategic priorities and action plans will maximize the efficiency and effectiveness of Phoenix College over the next 4 years. Guidance for the activities of College personnel will come from the Strategic Initiatives identified at the sessions.

This report outlines the steps followed at the planning sessions. Strategic Initiative Team Leaders will meet with each team to complete Action Plans for each Strategic Initiative. The President and Facilitator will meet with the Strategic Initiative Team Leaders to finalize action plans. Implementation is set to begin during the Spring of 2003. The completed report will be presented to the Governing Board for final review.

The following individuals participated in the session:

Frank Luna	Claudia Herrera	Lowell Bailey
Kay Bellrichard	Rene Delgado	Minerva Jordan
Richard Saling	Jody Brabec	Jesse Garcia
Leona Spencer	Nancy Matte	

Phoenix College Vision and Mission Statements

Vision

Phoenix College will be an exemplary educational institution, caring, innovative, and creative. It will be responsive to its diverse community, offering supportive environments for student's success, promoting lifelong learning.



Mission

Phoenix College is a comprehensive community college responsive to the changing needs of the community and individuals pursuing academic, occupational, developmental, and personal enrichment goals.

Strategic Planning Process

Dorothy Sisneros, MS, MBA and Helen Houser, MHA facilitated the June 12, 2002 Strategic Planning session.

1. Session Overview

- ◆ The participants engaged in a Strategic Planning process that included:
 1. A values assessment;
 2. Review of the vision and mission statements;
 3. An extensive SWOT analysis;
 4. Identification of **Strategic Initiatives** through a visioning exercise.

- ◆ The *Imagining and Planning Our Future Planning Council* will complete the process in October by:
 1. Identification of constraints and challenges;
 2. Identification of strategic directions;
 3. Selection of **Strategic Initiative Teams**;
 4. Development of goal statements for each **Strategic Initiative**;
 5. Development of Action Plans to accomplish each **Strategic Initiative**.

2. Values Assessment

So influential in molding so many people
History important to community (Phoenix, Maricopa, Arizona)
Dedicated faculty and staff
Opportunity to make both individual and social difference
Central location and reputation
Meeting needs & expectations of community
Committed alumni and community members
Community unity
Lots of opportunities for personal and professional growth
Students from around the globe
Park-like atmosphere
People; students, staff/faculty
Dance classes are good for romance
Instructors who like teaching/working with students
Projecting a friendly attitude
Prepare students for university and work force
Open mind to new and better ways of doing things
Quality of education is high
Continues to upgrade and renew itself
Source of hope to inner-city youth
Supportive educational/learning environment
Opportunities for growth and education
Communication with students, staff and faculty
Flowers and trees in bloom
People who respect each other
Keep good traditions
Provides skilled workforce
Provides life enhancement to community
People – coworkers and students – relationships
Sense of community – diversity
Important to me personally and professionally
Use of cutting edge technology
Activities: concerts, plays, sports, programs, etc.
Accommodation: when an effort is made to accommodate my needs
Great job- training skills
Employees are free to be creative
Accessible, talented faculty/staff
Diverse student body
Urban campus

3. SWOT Analysis

Strengths

Choice of programs, well established, good reputation for academics, low cost tuition, diverse student body provides a rich learning group and excellent group to teach, our location could be advantageous, diverse community, location of college, diverse campus attracts students, central location, variety of curriculum, rich history, reputation and location-able to attract people who live or work downtown, pleasing physical appearance, highly educated faculty who like student involvement, easily accessible central location, excellent staff, history of the high quality education PC provides, care given to the ground-maintenance, facilities: can provide conferences, plays, etc, leader in District for advising, diversity of student population, access to technology, good central location, accessible education (financially, central location), good instructors, enthusiastic and supportive student body (20 active student clubs), proximity of college to downtown corridor, educational opportunities for staff, sense of community, good advisement staff, many opportunities for student involvement in clubs and programs, safe school environment with active security patrol, familiarity: has rich/proud history/tradition in Phoenix/Arizona, wide variety of student support programs, physical look of campus.

Weaknesses

Crime (theft, rage, vandalism), inadequate staffing, inadequate staffing, limited space: finite capacity, too focused on tradition, lack of clearly defined and written processes for doing the college's business, aging physical plant, need to infuse more diversity into workforce without excluding some groups, all college employees need to be trained in how to work effectively with ESL students, web site development by each department not always good idea, web pages too wordy-simple is better, must strengthen and build community ties, must identify a concrete development plan for PC, weak scholarship administration program, need more student centered community building events/organizations (student government), need more accessibility to campus services for evening population (longer hours for cafeteria), lack of cohesiveness with all student programs, poor accommodations for disabled population (elevators not working, furniture), adjunct faculty not informed of changing student demographics, campus security is sometimes inadequate, more parking space needed, not enough full-time faculty, climate of more resource sharing needs to be developed, department infighting (relationships between faculty/staff/MAT), inability to react to change quickly, scholarship and other information not readily accessible on web, vested interest impeding progress, failure of some staff to use available technology, each department webmaster needs to have standards to follow, parking inadequate creates traffic jams, adjunct faculty frequently left out of loop, poor technological infrastructure (running Windows 98 our network, don't have best tools for your job), poor accommodations for disabled students, ramps are too steep, vans only, no lockers, bus stops not convenient and comfortable for students, good ideas get lost in committees, no room to expand campus,

Opportunities

Adjust to changing environment, take risks, proximity to downtown businesses, more involvement with elementary schools, develop closer relationship with junior high students, making use of grants, advertise classes on related companies web sites, more effective use of the web, web site on all major search engines, collaborate with state of art industry, emerging workforce needs (technology and science), increased fund raising efforts, invite people and programs to present, seek out partnerships in communities, utilize more effectively retired staff, strengthen senior programs and opportunities, know where to get funds, build a community advisory committee for PC, to create a place where all types of people can work, study, and learn together, create ways to bring non-students to campus, continue community building activities on campus, continue to seek out and hire talented and well-qualified faculty and staff, evening schedule should contain as much as day schedule, more technology in classrooms, use of emerging technology for class and employees, heightened awareness through increased marketing, continue to provide opportunity for faculty to learn innovative/creative teaching methods, to create new courses or programs or revamp current ones to meet the changing needs of students and the workplace, to redefine how we deliver education, new ways of classroom usage, different class schedules away from preset ideas of “semesters”.

Threats

Update buildings to accommodate technology without compromising look of buildings, not responding to changes in education delivery, class times for courses – too traditional, limited space to expand, must maintain educational standards and competencies, not keeping up with technological advances, need to think of other ways to physically expand, insufficient parking during peak times, not keeping our constituents informed about PC happenings, offerings not dictated by demand, lack of identity in business section, aging physical and technology infrastructure, keep manpower up with demand, not accepting different ways of learning, poor work ethic, web site needs to be better organized, legislative budget cuts, not having toys during long meetings, need to look at how we teach writing, reading and thinking, possibly revamp liberal arts courses to speak to current students, not sharing between departments and colleges, current thinking of athletics, budget – state has reduced, miscommunication of facts, not using cutting edge technology, too much emphasis upon part time instructors – staff, not realizing that our student body is not the same as it was 20+ years ago, continued weakness academically of our feeder schools, failure to keep up with advising technology on the web, talk in person rather than email, not enough range of courses offered, isolationism- need to establish unity with other campuses, reduced legislative funding.

Imagining Our Future

4. Visioning Question

Four years from today, you are being interviewed by a reporter from the newspaper about the success of Phoenix College? What will **you** say contributed to our success? What experiences, words and themes will you share with the reporter? What are **you** quoted as saying?

5. Strategic Initiatives (5 were identified)

- **Fostering Better Campus Relationships**
 1. increased communication between departments
 2. made campus an island of unity by defining diversity (ethnic, religious, class, economic status, sexual orientation, gender, physical ability) and treated all equally
 3. PC acknowledged and honored our talented populations
 4. administration, staff and faculty worked together to put the focus back on the students

- **Building Community Alliances**
 1. leader in central corridor for urban renewal
 2. PC reaches out to the community to offer classes (classes at junior high with parents)
 3. PC became indispensable: we became the answer for people needing solutions, e.g. tribal advocacy, sliversneakers, professional growth
 4. lifeskills and language training center for ESL community
 5. good marketing campaign that built good relationships with various sectors of the community

- **Matching Curriculum and Delivery to Community Needs**
 1. PC offers many hybrid classes – nontraditional (x hours seat time, online time, field experience)
 2. developed General Education classes that are relevant – immediately- for our diverse student body (multicultural literature) or community based research and writing
 3. revamp 16 week class schedules into 16, 12, 8 week and other sessions and different times – day, night, weekend
 4. 25% increase in transfers to state and private universities

- **Maximizes and Uses Technology Effectively**

1. use of cutting edge technology for faculty, staff, and students
2. decide on what type of technology we'll use and then support, maintain and train
3. easy for department webmasters to implement web pages which follow standards and college image
4. brought students and staff along technology
5. effective use of web campaign

- **Streamlined Processes for Change and Innovation**

1. PC became proactive finding money to support programs and services
2. paradigm shift in use of athletics department (conference-change or remove, community partnerships)
3. centralized students services facility
4. added lower level to buildings