Phoenix College

Imagining and Planning Our Future

Summary Report
for August 22, 2002
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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:

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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 and Richard Saling facilitated the August 22, 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**

- Students feel comfortable giving feedback
- Tuition costs
- Bears Den
- Diverse classes
- Personal involvement—every student feels important and challenged
- Learn from the past—proud of our heritage, build for the future
- The quality of education offered to students and staff
- The open, friendly atmosphere student, faculty, staff
- Services to students
- Current and up-to-date curriculums and programs
- Faculty cares about students
- High quality of instructors knowledge and diversity
- Sports program for the different sports
- Respect and caring for each other
- A campus of team work
- Location-convenient
- A friendly campus (staff & faculty)
- Its ‘culture’ as inner city college
- Interaction/community among the diverse student population
- Caring/involved faculty (involved with students and on campus)
- Needed technological improvements
- Diversity of student body, faculty and staff
- Affordability of education
- Attractive, historical, physical setting
- Flexibility of class schedules
- EMT program— the training of our outstanding Fire Fighters
- Welcoming environment—feel good when you walk on campus
- Cozy and comfortable, relaxing
- Faculty—great
- Curriculum-wide variety
- Campus location (in the city) and look (central)
- Continuous evaluation of meeting students needs, terms of support, services, socialization
- Diversity and strength—Courses/programs
- Campus Community—diverse student body, terms of age, ethnic background, culture, experiences, etc…
- Faculty and staff I work with
- Diversity—students, faculty, staff, and administrators
- Diversity of students and staff
- Cultural activities for students/community
- Accessible to community
- Provide opportunity to learn new skills
- Unique programs not offered at other campus’…creative writing, etc…
- Focus on student learning
- Mentorship program between students and staff
- Location—close to downtown and freeway
3. **SWOT Analysis**

**Strengths**
Faculty and staff who give beyond their job (120%) requirements, caring faculty, central location draws students from all over Phoenix, located in the city center, the implementation of technology, student attendance, outreach programs to multicultural students, new buildings help us keep up with newer colleges, location (near downtown and major businesses), admissions policy open to all who want to learn, opportunities for growth offered to students, faculty, and staff, the Family Care Center in meeting parents as students’ needs, help each other, financial support from the community and individuals, educational programs for occupations in high demand (Nursing), age of students, good resource people within college who are also in the community, marketing public relations, observes institutional goals, keeping up with technology and change, variety of programs, diversity- students and faculty, experience of employees and alumni, large base of potential students, offers many choices for students, ability to adapt to the changing needs of community, professional growth opportunities for staff, advisement staff, open attitude about the future, any one can come and learn at PC, continue diversity growth, good technology available to instructors, good facilities (library, testing center, copy center), international student services and support, friendly, faculty/staff with different views of same situation, continue to offer diversified opportunities and practical counseling.

**Weaknesses**
Loss of loyalty from transfer students, student space student union, space for children at Family Care Center, low salaries- high teacher turnover, forget sometimes students are why we are here, endowment funding from alumni, parking problems, child care needs to be expanded, lack of team work, unfriendly environment, lack of funding equals poor equipment and learning environments, student government needs to be stronger, the number of faculty/staff not reflective of the student ethnic population, use of technology (not done effectively), internal communication, budget constraints which limit growth, we are behind in physical facilities, we don’t have enough space, rising tuition costs, need more parking, departments don’t know enough about each other, low adjunct pay- results in turnover which isn’t in students interests, lack of communication, upkeep of many areas/facilities is poor, perceived safety issue at night, expand/bigger classrooms, location- becoming inner city, landlocked- lack of ability to expand.

**Opportunities**
Campus has established facilities, support of expansion of the Family Care Center, our diversity is a strength, expand with multicultural programs to address health disparities (medical translators), internships in the community for students, bring new mothers infant care, we have the name of the city, compete with university tuition costs/class availability, technology on-line can offer broad exposure to students, bad economy- people return to school for new/better skills, outreach programs for future students, growth of Maricopa, willingness of college to try new programs and look at business opportunities, look for non-
traditional classroom space, learning environment, establish outside relationships for exposure and assistance, make life changes, partnerships with business/industry, ideal situations for business/student program liaisons, increase student retention and successful transition to the university, potential income from parking structure, training students and older adults to find jobs in the real world, more degrees, innovative marketing/public relations plan, purchase house to create infant center for students needs, internet/web info a must for all departments and areas, presentations to all employees from different departments for benefit to all, purchase a house for infant care at PC, work/growth, outreach early to high school and jr. high students, outside resources, more strategic alliances with other organizations/associations.

**Threats**

Lack of interdisciplinary opportunities, distance learning- less interaction and sense of close community, trying to be all things to all people, ineffectively dealing with lack of funding, other funding sources for students not eligible for financial aid, increased costs- tuition and books, campus location in area with low growth rate, students need to feel more pride at PC, don’t have infant care, long term funding- strategy for technology, inadequate parking, mental health issues of students on campus, lack of county funding and high fuel costs, lack of Bears Den, lack of degrees, budget constraints and negotiating for more, addressing security and responsibility in technology, amount of vehicles stolen in parking lot, plans on what to do if disaster strikes while on campus, quality of upkeep and maintaining existing and future facilities, hire professors who relate to the students- sharing their knowledge and experience, safety more alert, bias from some staff, location vs. student population, people are moving out of downtown, loss of students because of no infant care, loss of prospective students, lack of room to expand.
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

- **A balance of support and learning that leads to student success**
  1. High rate of graduates going on the higher education and getting upper level degrees
  2. Open communication for students
  3. Student support
  4. Student services accessible to all students- well publicized
  5. Teamwork by PC employees for student success
  6. Caring and knowledgeable faculty/staff- presented the many resources available
  7. Embrace students
  8. Counseling and support
  9. Compassionate and supportive staff/faculty and administration
  10. Personal and professional support of students and staff
  11. Alumni contributions
  12. Dealt with access and retention
  13. We kept our friendly, helpful attitude
  14. Creation of many clubs and organizations helped students find a place to connect

- **Attention to the institution**
  1. Achieving goals
  2. Provided greater access to life long learning to more students through distance learning
  3. Helped high risk high school students graduate
  4. Emphasis was placed on learning new technology
  5. Challenge PC for change
  6. We offered the best available classes- reputation, facilities, degrees
  7. Expansion of certification programs
  8. Pilot programs
  9. More health programs to meet demands
  10. Different opportunities
  11. Loyalty to grad students and temporary staff - internal opportunities
• **Invest in our success**
  1. The acknowledgement of academic success led to alumni contributions
  2. Aggressively pursued funding sources- business/employees, alumni, friends
  3. The funding for infant child care was crucial for success
  4. Exposure to PC through programs and activities for grade school, high school
  5. Visibility- marketing programs and opportunities available at PC
  6. Shared vision and goals with our community
  7. Viewed as asset to community
  8. Expand Family Care Center to include infants- increased student enrollment and met needs

• **Linking college vision with the community**
  1. Partnership- drawing faculty, cultural experiences, and speakers to PC
  2. Hand to hand help
  3. Keeping up with changes on community needs