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:

<table>
<thead>
<tr>
<th>Mitra Mehrabon</th>
<th>Al Battle</th>
<th>Alissa Lease</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rod Scott</td>
<td>Jill Pippenger</td>
<td>Gayle Ybarra-Rodriguez</td>
</tr>
<tr>
<td>Jonathon Massey</td>
<td>Patrick Mooney</td>
<td>Heinz Mueller</td>
</tr>
<tr>
<td>Arty Flores</td>
<td>Denise Calhoun</td>
<td>Jacque Cline</td>
</tr>
<tr>
<td>Angelika Mikilova</td>
<td>Ramona Shingler</td>
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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

Cheryl Axtell and Wilbert Nelson facilitated the July 17, 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**

- Reflection of diverse community
- Reasonably small
- Central location
- Student success rate
- Former student pride in school
- Affordable (great scholarship programs)
- Provides opportunity for individual growth
- Qualified/caring faculty & staff
- Variety of programs
- Diversity among students & employees
- Provides for community access to college
- Focus on students
- Quality of education
- Genuine concern for students
- Relationships among departments
- Being part of PC history
- Openness to change
- Support from other departments
- Fewer students than big CC’s-students don’t feel like a number
- Location
- Classes
- Open
- Open minded
- Working as a team

- Communication
- Central location in the valley
- Technology is being updated: fiber optics are being installed
- People come from all over to attend, we are able to accommodate them all
- Students’
- All employees
- Community
- Available teacher’s/faculty
- Students
- Positive morale
- Challenge students to do their best
- Services provided for students (accommodations, testing, tutoring, etc)
- Repartee among employees
- Convenient location
- Student services
- Small (feel comfortable)
- Faculty & staff
- Diversity of students
- Quality education
- Gerontology program
- Not feeling intimidated
3. **SWOT Analysis**

**Strengths**
Quality of education, diversity, development & growth of individuals, location & size, competitive interpretive programs, overall professionalism in student services, good technology infrastructure, central location, diversity of staff/faculty, programs available, knowledge of staff/faculty, second largest campus, we are encouraged to “go the extra mile” for the students, caring faculty, location, diverse students and faculty, wonderful history, quality support services, positive reputation, faculty, variety of programs, qualified/caring faculty & staff, student services, location, small, resources within the district, employee dedication, clean campus environment, diverse student population, pull a lot of outside student from different organizations, location of campus, hours of operation, location, campus drive, future success of students, and to be one of the few colleges to offer human services/gerontology degree.

**Weaknesses**
Inflexibility to open new programs and courses (especially non credit classes), some programs unavailable (nutrition, engineering), some instructors lack of involvement in student success, some classrooms are too small, not enough parking—not enough shaded parking, most classrooms do not have computer projection system built into ceilings, parking complaints, campus services are too spread out—put us in one building or bring back Arena Registration, no payment plans for students tuition, lack of funds to retain qualified personnel, lack of communication between departments, lack of account-ability, need budget to back up services we offer, cancellation of classes, security of campus, budget, communication—wrong information given, budget—no money, communication with other departments, good job training, lack of advertisement for occupational programs, cafeteria food—not open at night, lack of parking structures, technology provided for staff is archaic, departments are growing but facilities are not, lack of sufficient funds, lack of renovation of athletic facilities (buildings, fields, classrooms), student services not in one building, some instructors do not teach, but spend time, too many adjunct faculty do not feel important or welcome, old buildings & elevators, lack of technology in the classroom & on campus, space, upkeep/condition of some building, time, some of the political tactics being used, few opportunities for change/advancement, lack of a diverse faculty, community colleges rarely considered a news worthy item by media, and technology & technical support.
Opportunities
Find funding to build multi-level parking; top student complaint, $46 per credit hour is still affordable, we should develop more online courses, affordable-stretch our $/credit hour value, make new classrooms larger, put computer projection systems into ceilings of classrooms, more student satisfaction, new projects, grants, update materials, curriculum, technology & computer labs, better use of technology, access into the college from parking lot into center of campus, publicity/marketing, partnerships, we should offer all classes morning & evenings, affordable tuition, more advertisement on occupational programs will increase environment, non credit programs for parents and children, exchange students programs, providing incentives for training will improve services we provide to students, review & limit restrictions for residency rules regarding out of county in state students EX: 50 day rule-academic scholarship, more open forums with administrators regarding our future, transfer to 4-year institute, bilingual class instruction, bilingual help department (info center), bilingual resources, networking within programs, build resumes, academic assessment, community involvement, continue renovation of buildings, increase training & sense of community for adjunct faculty, and require college work study employees to go through stricter hiring process & have professional training.

Threats
Lack of parking may push students away, if facilities are not improved may not be able to hold certain programs, gateway other community colleges, older students vs. younger students, representatives of ESL students not limited to Spanish speaking, losing students to other schools due to quality of some teachers, more programs, budget, security, continued increased of tuition & fees, negative perceptions about school/campus, money, close minded of groups/individuals, not enough employees for work is established, poor parking situation, identify thefts with picture ID’s, getting too big, blurry security cameras, panic buttons are not checks by security, state of AZ running out of money, running out of parking space, employee turnover will increase if salaries are not brought to competitive level, land & facilities locked, security on campus, embrace all ethnic groups as representing the diversity of the college faculty & staff-not single out one ethnic group as more important, must make all buildings accessible especially to elevators, security in parking lot-building-thefts are to accessible & easy prey, budget restraints due to lack of growth, and increase technology in the classroom & on campus-we are behind.
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 (6 were identified)**

- **Adequate Funding Provided**
  1. State of Arizona out of debt—all colleges received increased budgets
  2. Success: money was approved, buildings were built, pride & ambition was renewed on campus
  3. Bond approved for 970 million
  4. Increased number of programs, faculty & staff
  5. New scholarship opportunities
  6. Expansion of college campus acquired more land
  7. Our facilities were maintained & kept up to date
  8. New student service building to ease student problems

- **Quality Hiring, Training & Professional Development**
  1. Quote: I’m happy to be here at Phoenix College- I have found my purpose
  2. Customer service- being nice
  3. Developing tools for measuring success
  4. Collaboration of knowledge
  5. Training & compensating our staff well
  6. Staff/faculty dedication
  7. Caring faculty/dedicated support staff

- **Fulfill & Implement Our Vision and Positive Change**
  1. Administrative encouragement
  2. Motivated, caring, visionary administration
  3. Campus Success: each group on campus accepted others views, opinions, goals…
  4. Dedicated support staff
  5. Quality challenging instruction
  6. Faculty mentoring & interaction with students
  7. EG: Relatively small classes; quality of faculty, classes, & students; faculty/employee population

- **Diversity of Our Students**
  1. Core values remain the same
2. Little has changed in last 50 years in the necessary core values
3. We made our campus more accessible
4. We have been through a lot of changes but never lost our focus
5. Developed & marketed new programs
6. Identified problems/Focused on solutions
7. Put into effect everything suggested by this workshop
8. Administrative/personnel changes

• Adequate Planning & Implementation of Future Technology
  1. Innovations
  2. PC TV channel promoting our college
  3. Larger, comfortable classrooms with technology
  4. We got in early with advancing technology, bringing us way ahead of our time

• Assessment & Adaptation of Student Voice
  1. Students compliment us on the ease of the registration and paying process
  2. We listened to our students needs and acting on those needs
  3. Retention overall success of students
  4. Recruitment/retention/mentoring
  5. The students excellent opportunity to succeed and achieve their dreams