Phoenix College

Imagining and Planning Our Future
# Table of Contents

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Introduction and Overview</td>
<td>3</td>
</tr>
<tr>
<td>Vision and Mission Statements</td>
<td>4</td>
</tr>
<tr>
<td><strong>Strategic Planning Process</strong></td>
<td></td>
</tr>
<tr>
<td>• Session Overview</td>
<td>5</td>
</tr>
<tr>
<td>• Values Assessment</td>
<td>6</td>
</tr>
<tr>
<td>• Strengths, Weaknesses, Opportunities, Threats</td>
<td>7-8</td>
</tr>
<tr>
<td><strong>Our Future</strong></td>
<td></td>
</tr>
<tr>
<td>• Visioning Question</td>
<td>9</td>
</tr>
<tr>
<td>• Recommended Strategic Initiatives</td>
<td>9-10</td>
</tr>
</tbody>
</table>
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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</tbody>
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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

Claudia Herrera, Donna Fischer, and Helen Houser facilitated the September 26, 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**

- Many older people feel comfortable
- Job opportunity programs
- Interested in community involvement
- Plan ahead
- Opportunities for all ages
- Multicultural
- Open door policy for admissions
- Great place to work-good working people
- Educational opportunity
- The PC Family Environment- we foster
- The diversity we celebrate
- Well-kept grounds and landscaping
- Commitment to students
- History
- Occupational programs
- Word of mouth success
- Lifelong education
- Child Care Center
- Cultural Diversity
- Show interest to people
- Appeals to all age groups
- Good reputation and well-known
- Serve the community
- Value employees
- The pride our ground crews take with our campus
- The community we build with our employees and students
- Continued innovation- both technology and non technology
- A multiethnic and international student body
- A span of age groups in the classroom
- Wide variety of programs
- Diverse student population
- Central locations

- Students who need tutoring have many options to receive it
- Diverse programs that it offers
- Quality of instruction
- Friendly faculty and staff
- Our extremely diverse student population
- Enhance diversity
- A stepping stone for next level
- A great diversity of students
- Faculty who care about teaching and learning
- Student support
- Generator of computer ideas
- We continue to change to meet students needs
- Friendly staff, campus
- Growing campus- wide diversity
- Current technology
- Heritage-history
- Inform more about activities
- Job opportunities
- Strong student support system in place
- Variety in courses
- Central location
- Value of education to our students
- Involvement of community
- Welcomes first generation college students
- Preparation for the future
3. **SWOT Analysis**

**Strengths**
Friendly students or classmates to help us with our studies, history of PC, history-looking at the positive and negative to improve upon, admission to school, talented employees, center location for the working people who takes classes at night, employees have not given up- want to improve PC, ability to change add programs, attracting top faculty staff, strive to meet the needs of students, tutorial services, dedicated faculty-full time and adjunct, quality of instruction, friendly atmosphere, student clubs-get involved with community, location, size of classes- student/faculty ratio, PC continues to change, PC employees care, location of college in central city for the people nearby, opportunity to provide more resources, opportunity to develop more programs, caring employees, diverse academic student body as well as faculty and staff, available to everyone, faculty experience is a plus, diverse faculty, excellent support staff, opportunity for all ages, understanding the needs of the students, commitment to education, excellent opportunities for students to participate in different cultural activities, excellent installation, positive learning environment, richly diverse community, central location- accessible, excellence in teaching, technology available to staff and students, faculty and staff, tutoring for students

**Weaknesses**
Lack of artistic objects, lack of security- poor lighting, parking facilities, keep up with current trends in technology, more parking, better use of land, lack of upgraded remodeling of PC, limited infrastructure for technology, lack of resources in providing assistance for non-prepared students coming out of high school, should be more interaction of all departments, one department is not involved with others, need to improve transportation for employees, old buildings need to be updated, college’s image outside of Phoenix- what Mesa, Scottsdale, Glendale students think PC is like, not enough faculty that mirror student population, when a problem arises don’t push it off on someone else- get the person to look into the problem together, SIS system needs to be updated, limited classroom space, parking is a big problem, outdated facilities- infrastructure and technology, more interaction, accessibility by public transportation, lack of parking due to growth of student body, parking problems, excessive reliance on adjunct faculty, space limitation for expansion, center city location may hinder and limit enrollment from suburbs, limited technical support in classrooms, lack of parking during critical class hours, decreasing funding resources, parking needs to be improved for the staff and students, need better improvement space for staff and students because we are growing, break down in communication, no technology leadership and vision strengths, lack of staff, lack of space in some areas, senior division office not convenient for wheelchairs, senior division office not easy to find, not enough over-sight of adjuncts, need more remedial services, no place for students to come together to study or communicate, lack of parking, old buildings slow down changes, not enough diverse courses offered, registration process could be improved by having faculty/adjunct located in the same building as A&R and cashiers, the need of more scholarships
Opportunities
More new buildings, evening classes, unseated classes, improve accessibility by improving public transportation, increased budget to provide for expansion, hire more support staff, increase parking significantly to go with increase number of students, explore internship programs with local employers, more international exchange programs, improve benefits for retirees so they can enjoy full-time retirement so that 49% of funds are available for newcomers, opportunities to make it easier for students to attend PC, evening or weekend programs, internet on-line courses, use alumni as ambassadors, encourage campus activities and involvement, offer more diverse classes, having outside speakers, partnering industry, to develop unique partnerships with other center city businesses, churches and groups, economic downturn, to establish learning centers and training base for community businesses, churches, distance learning-more variety in courses, more start dates, unemployment- students retraining, opportunities to advance through more education, more partnerships with the community, develop a critical thinking program, landlocked- forcing us to look at options and possibly release the sacred cows, longer hours for library, more ESL courses, workforce development partnerships with business and industry, take advantage of the internet “boom”, offer more online courses, special classes education and trade orientated, create innovative ways to fund for more staff, provide more opportunities for communication workshops, office space, ownership of classroom space, over reliance on adjuncts, more local- issue lectures/forums

Threats
Budget constraints, students upset over grades, students and elder people are afraid to attend school, lack of parking, not reacting to change, poor seating for the students- need to modernize classroom, poor electrical areas not wired for computers, poor adjunct pay, many faculty and staff retirees in the next few years, a landlocked campus, lack of classroom space to accommodate influx of students, perhaps funding from traditional sources will limit PC look for new funding, one central location for student services, popular courses required need to be more available or offered at times needed for the student, lack of space, financial constraints, no administration focus on technology that will support w/ money, too busy letting dept. and faculty keep their sacred cows, students need to better interact and feel better about instructors, budget cuts, PC decision making is too long, not keeping up with other colleges, need to grow with student body, cost on maintaining, improving technology, more private, fast educational/training options available, technology vs. competition, lack of adequate parking, prevent campus crime, poor technology leadership with a vision, current computer services, not responding to the high drop out rate of first year, theft from lockers, not listening to business community about changes, car thefts, security checking into backgrounds of students and employees, overcrowded classes
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**

- **Creative Fundraising**
  1. Our Alumni Association was creative in adding to their membership, contributions to their scholarship fund.
  2. $300 million grant offered to Phoenix College
  3. Innovative ways of funding

- **Recruitment and retention of quality faculty and staff**
  1. We were able to attract top faculty and staff
  2. Hiring diverse faculty and staff
  3. Instructor's are hired with technology skills

- **Fostering a collaborative culture**
  1. Cooperation among departments-sharing resources and funds
  2. The politics will stay out of the education system
  3. No griping, moaning, everyone is happy
  4. PC needs to improve the inter-department relations, visit each department

- **Improved and accessible transportation**
  1. Tram from closest light-rail stop to PC that runs often 6am-10pm
  2. Shutters to the Osborn Bldg
  3. We worked with the city to improve public transportation to the campus

- **Community Services and partnerships**
  1. The spirit of helping our community
  2. Students are now providing information to high school students around the city about PC
  3. Increased community involvement
  4. The Phoenix College experience is always an evolving partnership between the students and the institution
  5. The community is now able to attend plays, lectures, and all types of programs are advertised and transportation provided
  6. Some of the new leaders of our community learned from PC
  7. PC cares about and listens to our community so that we can better serve our community
8. Tap resources- listened, involvement of Phoenix community
9. We took advantage of our values and location, and with the creativity of partnerships with the community, business, industry, and alumni to allow student success on a higher level than had ever been before
10. Senior adult program- is now providing transportation and facilities for all seniors in the area and/or community

- **Facility improvement and development**
  1. Signs put up so it's easier for students to find buildings
  2. Renovate and rebuild- hi-rise buildings to match downtown renovation
  3. A new building for the custodial dept.- custodians have better access to closet space
  4. All buildings have been modernized or improved
  5. Safer environment
  6. Special service have their own building
  7. Testing center needs their own building
  8. Accessible ramps and electric doors for the handicapped
  9. In response to student/staff/faculty needs we have new 5 story student service building B room to build classrooms
  10. Student services building created
  11. We have stayed up with the ever changing technology world, newer building, better classrooms, computer building
  12. New media building
  13. Multistory or underground parking structure
  14. New state of the art gym/ recreation center
  15. Classrooms are modernized to support state of the art technology
  16. More offices for faculty staff
  17. Improved parking space and classroom space
  18. Large parking garage and lot

- **Striving for a better future**
  1. Hopefully our efforts here today, accomplished some if not all of the suggestions, and will continue to be a goal for the future
  2. Phoenix College is open new ideas and change. We are always seeking opportunity for improvement
  3. Willingness to look outside the box, flexibility in our courses to reflect employer and student needs

- **Student services development**
  1. Expanding student services
  2. Student and faculty services improvement- diversity represented truly recognized
  3. Creation of a minority student center
  4. Cafeteria service orientated to students, faculty, and staff
  5. Expansion of the transfer center
  6. The students finally came first
  7. Increase in class offerings: online hybrid, unseated compressed, express meeting diverse needs of students
  8. Commitment to our students in quality learning
• Academic expansion opportunities
  1. PC is first community college in Arizona to become a 4 year baccalaureate granting institution
  2. PC expands- now both a 2 year and 4 year degree
  3. The PC English Language Learning Center serves as a model for the district, state, and region in offering English language immersion program
  4. PC has highest academic performance than any other community college in the nation
  5. ESL students are pursuing a degree with PC or other universities because of the classes that are offered to the public
  6. PC graduates with highest percent of students finding and holding good full times work than any other community college in the country