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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>Loman Clark</th>
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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

Frank Luna and Richard Saling facilitated the September 4, 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 Imagineing 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

- Central location for community and business involvement
- Outstanding programs/teachers/staff
- The international flavor of campus
- Huge number of alumni
- Diverse offerings on campus
- Diversity of student population
- Creativity of faculty/staff
- Campus architecture and innovation of design
- Cost effective pricing
- The college staff and students, likable
- The campus – comfortable
- Accessible student services
- Friendly co-workers
- Up environment
- Variety of interests and people
- Good support from departments
- Passionate individuals – staff and students
- Variety of programs
- Friendly environment
- Good alumni relations
- Good programs
- Customer service
- Easy to locate the buildings
- Variety of class offerings
- Diversity of students/faculty and staff
- Staff and faculty are very helpful
- Diversity of student population
- The positive atmosphere
- Student support for learning with complex lives
- Flexible, adaptable, responsive to changing needs
- Plurality; multi-racial, ethnic, culture, gender, sexual identity
- Variety of classes and programs
- Being responsive to student and the community needs
- We help all students succeed
- Affordable education for all
- Willingness to share of colleagues
- The constant growth and learning
- Faculty and staff who care
- Beauty and history of the campus
- Improved and improving facilities
- Support group and activities outside the classes
- Diversity of both staff and students
- Centralized location of college
- Excellent teachers and instructors
- Volunteering efforts made possible through clubs

3. SWOT Analysis

**Strengths**

Strong math department, helpful staff and faculty, central location convenient, renowned faculty, caring people, great instructors and teachers, good location, modern equipment and facilities, caring culture, great advisors and counselors, many scholarships available, ever-changing establishment to tune to ever-changing needs, able to be flexible, strong business department, the campus – good feeling, well established institution, honors program and classical studies program, NFO – year long support for new faculty, library collection and facility, striving for student’s success (present and future), reasonable tuition, good size
college (population size), dome is great facility for professional programs, outstanding occupational programs – draw students to campus for prerequisites, central location for community/professional programs, great faculty and staff, excellent instructors, diversity is increasing, good communication between each of the departments, good programs, diversity of population (students, staff and faculty), unique programs, special student services, caring faculty and staff, increased value per cost, outstanding faculty, active alumni association, student support programs, alumni organization, diversity of students, faculty, and staff, convenient, central location – public transportation available, quality/competent faculty and staff, excellent programs to promote success.

**Weaknesses**
Parking, parking, more facilities for disabled students, computer lab and library hours, getting too large to find parking, too many meetings and bureaucracy, inflexible people (rigid, stiff, set in their ways, unwilling to change), not enough parking space, some (few) uncaring people, size of student body – potential over population, not unique, public image (lesser institution), financial aid (communication with students), no Bear’s Den, parking is not enough, shortage of space in high concentration areas, few programs/classes in diversity besides common ones, parking is not enough, all degree programs are not available at PC, Dome needs permanent media, cronyism in the selection of Administration of Justice faculty, no land to expand, lack of parking, Administration of Justice program director lacks customer service skills, no student tracking systems, transportation limitation, teaching profession growth – adjunct outreach, under-invested in internal community building, insufficient parking, financial aid information and process management, not enough parking, no enough student gathering places, aging of facilities, land locked, confusion – not University of Phoenix, increase staffing – rush times, expanded parking facilities, maintenance weak – need more staff, Osborn site to far, cancellation of classes, lack of parking space, limited availability of computers in classrooms, classroom furniture outdated/uncomfortable.

**Opportunities**
Improvement of landscape give a comfortable atmosphere, offering modern topics, centralize student services areas, administration’s unifying policies, awareness of top notch staff, increased retirements, leave online courses to Rio Salado and concentrate on quality classroom instruction, potential to set trends, live or supported help online, expansion and promotion of distance learning and distance A&R, student government and student leadership, bilingual computer classes, the need for more innovation, diversity of students, faculty and staff bring new ideas from which we can grow and improve, involving more Spanish speaking students, networking with outside organizations, web course development, build alliance with new dental school, change in President, employees unity and willingness to grow, coordinate and streamline student support services (one-stop), easier advisement, access to legislation, increasing representativeness of staff to reflect students, less expensive books, more ATM machines at different locations, new President = new opportunities, increase in educational awareness, proximity to other countries opens up many opportunities for growth, population growth in Phoenix, bigger Rec area to appeal to incoming high school students, more security, ESL program, build relationships with local businesses, population growth, improve SIS system, insufficient parking, set higher writing standards in all programs to ease transition to ASU.
**Threats**

Sister schools, money – funding, time to invest in quality growth, limited variety of transportation, Administration of Justice program will be eclipsed by GCC and MCC if PC program director not replaced, limitation on growth, more security, parking, ling lines to register and financial aid, decrease in funding from state, not partnering with high schools to increase graduation, we are land locked, crime/fights over parking spaces, lack of communication generates problems where there was peace, fear from not knowing each other breeds contempt, unwillingness to share ideas, progress, and healthy competition, disrespect for people, things, etc, competition from other colleges, parking, funding methodologies (state government), FTSE restrictions, hire Administration of Justice faculty with experience and education, trade schools, same as others – need to be different, learning at home via online classes, “I don’t care” attitude, theft, disrespect, failure to recruit a diversified pool of qualified potential employees/faculty for hire, failure to pass next bond election, duplication of unique programs.
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**

- **Teamwork**
  1. It was because of collaboration of staff, faculty, students and the community
  2. We were successful because we had tremendous public support and the support of our faculty, staff and students
  3. It took everyone working together

- **Supportive Student Environment**
  1. Continued focus and nurture student’s strengths so they create their own success
  2. Program Directors responsiveness to students increased
  3. New online registration – new SIS system
  4. Smooth financial aid services
  5. One stop student support services
  6. Strong student services

- **Holistic View**
  1. We are moving toward “24/7” institution
  2. Innovative leadership
  3. More full time faculty, revised FTSE
  4. MCCD rules
  5. Continued commitment to consensus building
  6. Creative problem solving – not taking the “already done it before” path

- **Partnerships**
  1. Increased partnerships with business
  2. Partnership with businesses
  3. Grade school – high school partnership
  4. Community financial support (bond)
  5. Dome fully equipped to provide excellent community/professional programs

- **Adequate Parking**
  1. New parking structures and increased security
  2. Off campus parking with shuttle service
  3. Money allotted to the most important issue – parking
• Education Excellence
  1. Setting the standards for education
  2. High academic standards made transition from PC to 4 year college easier

• Passion
  1. Bring our whole selves to work – investing in our human capital
  2. “Nothing is impossible if you believed in it”

• Multi-Cultural
  1. Leader in multicultural events
  2. Welcoming environment to a diverse population

• Philosophy Ideology
  1. Our new look really lets me know I have arrived at PC